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A BOORUM & PEASE PRODUCT

8/30 Sunday

Ralph & I were called to Endicott to see Mr. Kirk. First I knew of it Ralph called me this morning and asked me how I was going to Endicott. He thought I knew. I called Bill Wain & he said he thought I knew about having to go. Said Mr. Kirk told him I had been advised. Bill intimated that it was something about having to go back to Endicott. I told Mary & she was quite concerned - didn't know whether to be glad or sad however. Had dinner at the Walburn - Ralph & I left for Endicott about 7:00. Got in Endicott about 12:00 - stayed at Hotel Frederick.

8/31 Monday

Ralph & I got ourselves down to the plant at 8:00 - Mr. Kirk was already there. We waited all day & never got a chance to see him in his office. There seemed to be an almost steady stream of people in & out of his office. Ralph & I sure got tired cooling our heels. I met Mr. Piton & saw Bill Robison several times during the day as

he passed by. At 4:00 P.M. Mr. Pim held
 a meeting of the school faculty for Mr. Kirk
 which I was asked to attend. I thought
 this was the reason I had been asked
 to come up. Poor Ralph got so disgusted
 waiting. There was a foreman's meeting at
 5:00 which Ralph & I attended. Had to stand
 up front as we were late in arriving. Finally
 about 6:15 when we were back over at Kirk's
 office waiting again. Mr. Kirk advised us he
 would see us at the homestead. Ralph &
 I checked out of the hotel & had dinner at
 the Homestead. Mr. Kirk talked to us just
 a few minutes before dinner. All he told
 me was that Mr. Watson & he had discussed
 my being transferred back to Endicott &
 that I was to have an opportunity of working
 into the operations of the entire organiza-
 tion. Did not say however exactly what it
 would be. Said I should prepare my wife
 for a move back to Endicott. Ralph was simply
 told that some of the Poughkeepsie people
 would have to be transferred to the Endicott
 Plant for several months. We left about 8:00 for P.K.
 Ralph was so mad having wasted the whole
 day. Got home about 1:00 o'clock.

SEPTEMBER

9/1 Tuesday

Barbara's first day at school. Took movies of Mary getting her ready & then also took movies of she & Kathy going to school with their mothers. They looked so cute. I drove them down to the Hooker^{Ave.} school & took some pictures of them going in. Got some swell pictures. Saw Mrs. Stern. Got to the plant a bit late but I wouldn't miss getting a record of Barbara's first day at school.

9/2 Wednesday

Mary Lou's 2nd. Birthday - Mary had a little birthday party for her this afternoon. I came home to get a few movies of the party. Mrs. Carpenter was here & I got a few pictures of her. One of our pet squirrels came to the party & was included in the pictures.

9/3 Thursday

Mrs. Kirk had said he would be down sometime this week & I was more or less expecting it to be to-day. He said he

would see me in Poughkeepsie some time this week. Sure enough he was ~~at the plant to-day & I was called into a meeting in Jim Stern's office with Ralph, Elmore, Mr. Flecken, Bill Ryan & Jim Stern and Mr. Price.~~ However he didn't get down to-day. I learned that Mr. Watson would be here this weekend so we are not planning to go to New Jersey for the Labor Day Weekend.

9/5 SATURDAY

Mr. Watson was at the Plant all day to-day. I met him in the plant this morning & had a nice chat with him. He said he wanted me to get into the training picture for the entire factory organization & was planning to have me make my head-quarters at Endicott. I told him Mr. Kirk had mentioned it - Oh yes! - Mr. Watson also mentioned that Mr. Orton was to ^{be} the director of all education for the company. I told him that I was looking forward to the opportunity of working with a man as able & as talented as

Mr. Arton, I certainly appreciate the new opportunities that are being offered to me & I hope I can fulfill my new responsibilities to everyone's satisfaction.

This afternoon at 1:30 there was a special foreman meeting called in the men's lounge room. Everyone was wondering what was going to happen as Mr. Watson was calling the meeting. What really happened was this - Mr. Watson announced that Mr. Pim had been appointed Manager of Plant #4. Mr. Pim made a short talk which I thought was very good. I met Mr. Pim after the meeting.

9/8 TUESDAY

Mr. Kirk was at the Plant today. I had been wondering when he would be here as I have been looking forward to talking with him about my new position. About 10:00 o'clock this morning I was called to a meeting in Jim Hern's office with Ralph, Eleanor, Mr. Kleckler, Bill Wain, Jim Hern & Mr. Pim. Mr. Kirk had called the meeting. He had some fun kidding me about my having

gained in weight. Said he had decided to put me back to work & that I would be transferred back to Endicott. He did announce to the group that I was being given the position to head up factory training in all IBM factories & had a few nice words to say about our training program at Poughkeepsie. I was glad that this announcement was made at least to this small group as it has been very difficult for me to explain to those who asked just what my new job would be. I still don't know exactly but I do have a much better idea than I had before.

9/9 WEDNESDAY

Drove Mrs. Carpenter back to Binghamton - Mary & I came up to look over the housing situation. Got in Binghamton about 1:30 & left Mrs. Carpenter at YWCA. Checked in at Hotel Frederick & then went out house hunting. Looked at several houses in Binghamton - prices are high and there isn't much available.

9/10 Thursday

Looked at more houses to-day but didn't find anything we wanted. Arranged with Mrs. Al Miller to look at her home this afternoon in the Endicott Highlands. They are not sure they will be moving however as Al has not heard definitely whether he will be moving out of town. The house looked fairly good but I think \$70 is too much rent for the place. Mary & I left for Poughkeepsie about 2:30 - had a nice afternoon for our drive back.

9/20 Sunday

Started about 10:30 this morning to make enlargements & spent most of the day printing pictures. Made over 70 prints all $3\frac{1}{2} \times 5$. Invited to have dinner at the Walhain this evening. Got a call from Steve Kasai this afternoon about 4:00 to come to Endicott & be there to-morrow morning. Had dinner with Ralph & Delta. Showed some of Ralph's old movies taken with his univex camera - they were terrific, I have never seen worse. Left for Endicott about 7:30 - drove up.

Mary stayed at Walhain for the evening. I picked up a M.P. from West Point at Newburgh & gave him a lift all the way into Binghamton so I had some company on the drive up. Got in at the hotel Frederick about 12:00.

9/21 Monday

Got at the plant about 8:30 - waited all morning to see Mr. Gills. Was finally advised that there would ^{be} a meeting of the faculty with Mr. Watson this afternoon. Mr. Olson was out of town. The meeting was held at 3:30 in the conference room in the laboratory. Mr. Watson, Mr. Nichols & Mr. Gills were there as well as the entire

school staff except Mr. Oton. About the only
 thing that was discussed was the progress
 being made with the girls school. It
 was more or less decided that the school
 would be held over 2 more weeks. It was
 also suggested by Mr. Watson that new and
 more practical lesson material was needed
 to get over to the girls machine applications.
 Distribution of the girls to various offices was
 also mentioned. Mr. Watson asked me what
 they could do to help me at Poughkeepsie.
 I suggested, that, ^{in as much as} we had given some thought
 to having a system service girl added to our
 training dept. at P.K. that one of these girls
 might be considered for that position. Ruth
 Leach pointed out that one of the girls were
 being assigned to the accounting Dept. at P.K.
 & that she could assist in our training
 program. Mr. Watson mentioned she could
 teach products etc. and I let the matter
 drop there. Met Mr. Clemmons to-day.
 he asked me to move up to the lodge with
 him which I did. Had dinner at the Home-
 stead with Clem & stayed around all even-
 ing. Mr. Steven, Mr. Nichols & Mr. Watson were
 there. Mr. Watson called a meeting about

9:30 with Clemmons, Ruth Leach & some of the other members of the faculty. Clem & I finally got away & back to the lodge about 12:00. We sat up & talked for quite awhile. Clem told me that Mr. Watson had called in quite a group of special field representatives to work on the development of new lesson material on machine applications. Had a nice long chat with Clem - he seems like a swell fellow & a darn smart boy.

9/22 Tuesday

Had another session this morning on training with Mr. Watson. Some of the special field representatives had arrived and they were included. The girls on the faculty were also present. Mr. Flaws, Mr. Lurbine & Mr. Baden Robert were some of the special representatives. Mr. Watson was very complimentary in his remarks concerning our F.S. lesson material. The main point that was discussed was that of the need for new & more practical lesson material on machine applications. He put our F.S. Lesson Material up as an example of a good job. Mr. Watson explained the field representatives had been called in to work on lesson material on machine

applications & that they were to get it out this week. Mr. Watson outlined briefly what was wanted & again referred to our F.S. Material as an example of a fine job. It was a bit embarrassing to me as he also complemented me on the fine job I had done in the educational dept. He said he was glad to see that I had always kept my feet on the ground & had always been practical in my operations. This certainly pleased me! He suggested I have some of our F.S. Lesson Material brought over to the band room for the field men to see & I should work with them on the development of the new material on machine applications. I called Robison & had him bring some of the material over on Meas. Instruments & Blueprint Reading. This noon I drove Mr. Flann, Regie Larkin & Gordon Rabbit up to the Homestead for lunch. This afternoon I stayed in the little conference room in the Lab. with the boys on the development of the new material or application. It was amusing - they didn't know where to start & Larry Flann got one started by putting up parts of one of the present books on work accounting or something. I couldn't

Had dinner at the Homestead with some of the field representatives. Stayed with Clem in the lodge to night.

9/23 Wednesday

Spent most of the day in the small conference room on 4th floor of Lab. with Haines, Larkins, Roberts, Lovell etc. working on the lesson material for the girls school. Couldn't be of any help however so I slipped out and looked at some houses. Saw Mr. Kirk this P.M. about getting back to P.K. as I felt I should help Dave get instructors lined up for the classes next week. He advised me to stay & commented that Pongkeepsin was small fry now that my job covered the entire organization. Had an interesting talk this evening with Clem. This evening - he had heard Robbie raving to-day about how unfairly he has been treated. Clem suggested I have a talk with him & offered me his office or rather Mr. Burton's office so I could have a private talk with him. I am planning to do that for Robbie certainly has a distorted picture of things.

9/24 Thursday

Had a real session with Robbie this morning & straightened him out on a number of manners. I believe we got some things settled & I hope to our mutual satisfaction. Robbie is quite unhappy about his own set-up & I promised I would do everything in my power to see that he was taken care of properly. Spent nearly two hours with him in Arton's Office. ^{This P.M. Mr. Barton showed me the Blower House it looked good.} Finally got away for Poughkeepsie this evening about 8:00. I discovered that Mr. Watson would be away tomorrow at Colgate. I called Steve Kasai & told him I was going. Got back into PK about 12:45.

9/25 Friday

Spent the day at Plant #4 helping Dave get instructors lined up for the classes. Dave had things fairly well settled & had most of the instructors all lined up. Mary & I drove up to Endicott to night - left about 6:30 & got in about 10:30. Stayed at Hotel Fredrick. I want Mary to see the Blower home tomorrow.

9/26 Saturday

Mr. Ferry showed us several houses for sale this morning. Finally about noon I took Mary up to see the Blower House, - she liked it - so that ended our search for a home. I'm glad she liked it for I believe it is by far the best deal we have run across as yet & I doubt that we can better it anywhere. Got a load of lesson material at the school annex, Bill Robinson & Ray Jarvis got me loaded with the material we had ordered from P.H. Had lunch at the Hotel and stopped over to call on Peg Robinson. Stopped at plant to see Mr. Barton. Found he had gone out to IBM Farm. Drove out & saw Mr. & Mrs. Atkinson. Mrs. Atkinson showed us all thru her house. Mr. Barton rode back to the plant with us. Told him we would take the house & went over the entire situation with him. He seemed very agreeable to everything. Drove back to P.H. this evening, stopped at Viner's Dinner in Bang. for dinner. Also stopped in Hancock & did some shopping.

9/27 Sunday

Spent a lazy day about the house doing odd jobs.

9/28 Monday - to - Friday 10/2

A very busy week getting all the Factory School Classes started. Have a nice program for the fall - (24 classes in 10 different subjects) Dave and I introduced each instructor to his class and sat in on the entire first session of as many classes as we could. With the exception of one week instructor we must replace, everything got off for a good start.

10/3 Saturday

Had a busy morning at the plant taking care of last minute details as it was my last morning on my old job as Supervisor of Training at Plant #4. About 10:30 A.M. I was called over to the Men's Lounge Room & Mr. Pin had called the executives, foremen & supervisors to get together for a little farewell party. They presented me with a lovely 2 sister as a farewell

gift. Was I surprised! It was a beautiful bag & something I shall certainly need in my new job. This evening we went to a party at the Walburn. It was sort of a wedding anniversary for Ralph & Della, a farewell party for the Weldses and a welcoming party for Mr. & Mrs. Pin. Took some movies of the party.

10/4 Sunday

Had a party this evening for the people in my dept. at the Plant. Also had Ralph & Della over. Miss Scott & Frankie couldn't come the night so that sort of broke up our party from the standpoint of being a dept. party. Moe Hart brought his large camera & took some pictures both in the play room & with the gang at the dining room table. I took some movies of the party also. We had a lot of fun playing pool & throwing darts. I also showed some movies.

10/5 Monday

Drove to Endicott left about 9:00 A.M. Got in Endicott about 2:00. Saw Mr. Orton this afternoon & had quite a long talk with him about our Training Program. Stayed at Hotel. Frederick.

10/6 Tuesday

Spent day at IBM school. Talked with Robison on subject of revised lesson material. Measuring Instruments 1st Half now ready for printing. - Arranged to take lesson material for IBM Products class at P.K. back with me. Saw Mr. Manning in stationery store dept. which is now over in the old Buick Garage.

10/7 Wednesday

Spent day at IBM school - Had talk with Mr. Orton and made recommendations on immediate consideration of W.C. Robison's increase. Suggested he talk with Bibby first since Robbie had talked with Bibby about this. I've told Robbie he best not run with his problem to Bibby any longer.

10/8 Thursday -

Drove Bill Robison to Pk. Moved him class rooms down town. Drove out to the house for a few minutes. We took the 4:38 Train to N.Y.C. Attended "War Manpower Commission" conference on Supervisory Training - Leader Mrs. Hartung Mudge - see report for details. Bill returned to Endicott & I took 10:45 train back to Pk. Had dinner at the Oyster Bar in Grand Central Station. It was the first I had ever eaten at the Oyster Bar. NOTE: - Took lesson material for IBM Products class from Endicott to Pk. with me.

10/9 Friday -

Spent morning at Plant #4 - delivered the material for the products class. Wrote letters & got caught up on my correspondence at Plant #4. Had a session with Phil Finch & Tom Fay on IBM Products Class. Mrs. Irvine is at Endicott \therefore she could not be in on our meeting. Left plant at noon. - Drove family to N.Y. in afternoon - left 3:30 & arrived at Mother's about 7:30.

Mary Lou was terribly car sick most of the way. Showed Mollie V a lot of my old movies this evening.

10/10 Saturday

Worked most of the day in Jack's wood shop cutting out ties for the Model R. R. Took Betty to Clinton this P.M. Saw Mr. & Mrs. Hummel at Wayside this noon. Had lunch with Dad & Betty. Betty had Mr. & Mrs. Hummel over this evening & had Mary & I down. I showed movies and slides all evening. The Hummels thought they were grand. Invited us all over to-morrow afternoon.

10/11 Sunday

Spent morning in Jack's wood shop. This afternoon drove Dad, Betty, Mary & I over to see the Hummels - took some movies and slides. It was a beautiful fall day. Mrs. Hummel gave Barbara a Daschound pup & was she pleased. - Mr. Hummel had us drive over to his new farm - (The Whitney Farm) Dad & I looked over all the many buildings with Mr. Hummel. He

had made Dad his farm advisor it seems.
This evening I worked in Jack's wood shop
untill about 11:00 o'clock.

10/12 Monday

Worked in Jack's woodshop for awhile
this morning. Mary went up to see Emma
& Bill Jr. at the hospital after lunch.
Mother had a lovely chicken dinner for us so
I shouldn't call it lunch. Mary didn't get
back untill about 4:00. Left right away
for P.K. Stopped at Dad's to say goodbye to
Dad & Betty. Got back to P.K. about 8:00.
Mary Lou was not the least bit car
sick on the return trip.

10/13 Tuesday

Spent the day at the plants with
Dad, going over problems on the Factory
School classes. Left this evening on 9:48
train for Lake Placid. (Train had to be
flagged? I was only one to board train at P.K.
Read in book untill after 12:00 - could not get
asleep.

10/14 Wednesday

Arrived Lake Placid at 8:00 A.M. Was surprised to see Paul Robert at station, now Lien. P.A. Robert. Saw Robbie & Mr. Orton at club. Had breakfast with Paul. Paul was the first speaker on the morning program. (See report) - Mr. Orton also talked this A.M. He gave a wonderful talk. Had a meeting at lunch with Mr. Fink, Dr. Emmerson, Mr. Bruce, P.A. Robert, Robbie & Mr. Orton on the measuring instruments material. Fink was interested in reprinting old material, we advised printing the revised form. (See report) Robbie & I showed Dr. Emmerson ~~the~~ the proof of our new Blueprint Reading material. Mr. Orton had to get back to Endicott to arrange for a speaker for girls school graduation next week. Robbie & I left with Mr. & Mrs. Orton at 6:00. Drove back in Mr. Orton's car. Talked business a good part of the way. Brought Mr. Orton up to date on some of the back ground of our factory school. Robbie & I took our turn at the wheel. We got back about 1:15 A.M.

10/15 Thursday

Spent day at IBM school. Mac Almon left this morning for N.Y.C. to attend a session on Job Training tomorrow. Called him at his home and arranged to meet him in N.Y.C. tomorrow morning. Sat in on Charlie Bradshaw's class in Practical English tonight. He asked me to introduce myself to the class, which I didn't like especially. He is a good instructor though. Took taxi to Binghamton about 8:30 to Lacawanna Station. Went to a show & boarded the pullman about 11:30.

10/16 Friday

Had breakfast at restaurant in Hoboken Station. Saw Gordon Packard. Took taxi to Grand Central Station & checked my bag. Walked up to 11 W 42nd St. got there at 9:00 - Met Mac Almon - attended session on Follow-up of J.I.T. held by T.W.I. division of War Relocation Commission. It was conducted by Al Jordan. (See report) Took 12:25 train to Pk. Got in at 2:08 & took cab to home. Found Mary had gone to

station to meet me. She came right back when the 2nd section of the train came in & I wasn't there. The second section got in at 2:16. Drove down to the plant for awhile. To night we were invited over to call on the Fays. Phil Fick & his wife were there too.

10/17 Saturday

Spent morning at Plant #4 & this afternoon did some shopping down town. About 4:30 stopped over & got Ralph & Della, - then drove out to Dave & Davies cottage in the country. Spent a very pleasant evening. I feel asleep on the couch in front of the fireplace. Had a lot of fun playing ping pong.

10/18 Sunday

Got up late - took the old seat covers off the front seat of the Buick. They were getting badly worn. Had the Walkers, Fays & Ficks over this evening. Had a lot of fun playing pool. I took some snap shots.

10/19 Monday

Drove to Endicott from P.K. Took Wilbur Edmonds along to see the IBM school etc. Left about 9:00 - had to stop down town to get Blueprint Film "Behind The Shop Drawing," took it to Endicott. This afternoon showed Wilbur thru the school, apprentice shop & plant. Went all thru new Bldg. #46. Introduced him to about everyone in the Educational Dept. Saw Mr. Johnston in Factory, he spoke to me about taking some movies in plant - wants me to call him later in week. Had dinner at IBM Homestead. Mr. & Mrs. Watson were there. Had a chance to speak to Mrs. Watson. Ate with the Mac Cullas - learned that Bill Hilbert was going to P.K. to-night. Called & arranged for Wilbur to ride back with him. Took him over at 7:30 to Binghamton. Asked the Mac Cullas to ride along. They seemed most anxious to have an evening away from the Homestead. We went to the movie - finally decided to see "The Talk of the Town" at the State Theater in Union. Drove Mac & his wife back to the Homestead after the show.

10/
120 Tuesday

Saw Mr. Barton this morning about the electric stove. Mrs. Blewer wants too much for her old one - she wants \$150.00 & it actually isn't worth more than about \$50.00 since it is about 5 years old. Asked Mr. Barton whether he would furnish a stove with the house & he agreed he would. I was sure glad to hear that. While in Mr. Barton's office I received a call from Mr. Fink at Albany. - (He suggested my going to Cornell to-morrow to attend conference on construction of material for Teacher Training. His letter he sent me was sent to P.K. so he wondered whether I would get it in time. Fink also suggested I bring one of our shop instructors with me - (I thought of Paul Maneri) Mr. Fink said he had been asked by Dr. Emerson to write a letter on the matter of money collected from sales of IBM lesson materials - he suggested we have a meeting in the near future & discuss this matter. I agreed that if he would rather do that it would be O.K. I guess he doesn't want to put too much in writing.) This evening attended the

Exhibition of Sculpture at

evening of the IBM School. Malvina Hoffman gave a very interesting lecture on her experiences as a sculpturer. She also showed two short films on sculpturing one the story of design & construction of a piece of sculpture for the N.Y. World's Fair which she had been asked to design. It was very interesting & I wished I had seen it before going to the fair. I sure would have had more appreciation for the many pieces of sculpture there. Mr. & Mrs. Watson were there and many of the town folks were invited. Mr. Watson introduced Mrs. Hoffman.

10/21 Wednesday

Spent day at IBM School. Called Dr. Emerson at 9:00 - told him I could not attend meeting at Cornell to-day & would send W. C. Robinson to-morrow. I would like to have gone as I feel there is a great need for the Teacher Training Material which they are striving to develop in Dr. Emerson's curriculum laboratory & what more I wanted very much to see how such a laboratory functions. However since Mr. Watson is here to-day Mr. Astor suggested I stay around & be on hand

should they, have a session on Factory Schools.
 Saw Mrs. Johnston this morning about taking
 training movies. I suggested we consider the
 matter carefully - he wants me to call
 him the first of next week. - Used
 Ray Jarvis' desk - Ray is on vacation
 this week. Mr. Chamberlin called on me
 this afternoon. Robbie & I spent about a half
 hour talking with him. Showed him the
 new Blueprint Reading material & he spoke
 very well of it. Met Mr. Phillips at the school
 this afternoon. He asked me to drive Mrs.
 Booth to the Homestead. He is a very in-
 teresting man. This evening I got into my
 tax at the Hotel - drove over & got Robbie &
 we went up to the country club to the
 girls school graduation. It was a gala affair!
 Just as they started turning on the flood
 lights for the picture all the lights went off.
 It was a failure at the power station & the
 lights were off for over an hour. Had to use
 candles for light. Mr. Spencer - President of the
 Penn. College for Women was main speaker. The party
 lasted until 1:00 A.M. Longest yet. - Of course
 the lights going off delayed it somewhat.

10/22 Thursday

Stopped at IBM school this morning about 9:00 & picked up a mechanical key punch & verifier and then left for Pk. Stopped in Beng. & got this book. Had to transfer the earlier information up to this point from another book. Got in Poughkeepsie about 2:00. Called Dave & found he was planning to go to N. Y. C. to the T. W. I. meeting to - night. He met me at the home & drove me down to the train about 4:15. Took 4:38 into N. Y. C. Had a well chance to discuss our training problems with Dave. At 7:00 attended the 1st. session on Job Methods Training. It was not very well attended. Meeting was conducted by a Mr. Mansfield of the Lormann Woolen Co. (See Report) Had dinner at the Oyster Bar at Grand Central Station. Took 10:40 train back to Poughkeepsie.

10/23 Went down to the plant this morning. Had lunch at the cafeteria with Ralph Walker. Discussed the manner of blackening out the Men's Lounge Room to show movies. The new Blueprint Reading Booths arrived from Polygraphic this morning. Was at home

This afternoon getting things ready to move. This evening went down town with Dave to sit in on a Blueprint Reading Class. Sat in on Ed. Mc Carthy. He passed out the new Blueprint Reading Books. Dave said a few words about the new material to the class. It was very well received. Went home about 8:45 & did some more packing.

10/24 Saturday

Spent the whole day packing up things to move. Mary called from the beauty parlor saying that Della Walker had told her that Mr. Watson was to be at the plane this morning. Ralph told me this evening that he was there from about 12:30 to 3:00 o'clock. Invited over to the Walkers to a Chili-con-carne supper to-night at 5:15. Went to early show at Bardawon with Ralph & Della - saw Panama Hattie - good show. Stopped at 60 Grand Ave. after the show & showed Ralph, Della & Mrs. Trow the movies & slides which just came back. About 10:30 we all went over to Howard Johnson's for some eat. This our last Sat. Nite in Poughkeepsie.

10/25 Sunday

Spent most of the day packing up things to move. Crates up the two bicycles etc. What a job this moving is! This evening at 5:30 Mary, Della & I left for Endicott. Had a nice evening to dwell up, however it started raining just as we pulled in at the Frederick Hotel. Got in about 10:30. I had a terrible headache - I guess it was from driving.

10/26 Monday

A terribly rainy day - it rained hard all morning. Mary, Della & I had breakfast at the Hotel & then stopped down at Hutchinson Wall Paper Shop. Got the 3 wall paper books. Then stopped at the plant to see Mr. Barton & to get the key to our new home. Found that Mr. Atkinson had the key. Drove out to the farm & got the key - Mr. Atkinson didn't think it would work so he drove back to the house & helped me get in. We had to pry the back window open to get in as the key did not work or rather the night latch was left on the front door. Ed told us they were planning to put a

small fireplace in the basement too. There
 will be nice when they are finished. Mary,
 Della & I spent the rest of the morning
 picking out Wallpaper. We sure had a lot
 of fun in spite of the rain. At 12:00 drove over
 to Bang. & had lunch at the Community
 Coffee Shop. - still it rained. Had a ticket
 on my car for parking in Buss Zone. Stopped
 around to police station and was pardoned.
 Took wallpaper books back to Hotchkiss.
 Stopped down to show Mary & Della the
 meat lockers. Ben Hansen came in &
 showed us the set-up. Mary ordered
 a lot of stuff to put in the locker. The
 girls dropped me off at the school & then
 drove on over to Binghamton. Saw Bill
 Robinson & got the story about Ray Jarvis help-
 ing Mac Almon with Job Training sessions.
 Also spoke to Mac & arranged to have Ray
 not help out until next group of J.T.T.
 which will be in 2 weeks. Mary & Della
 met me at 6:00 & we drove up to the
 Homestead for dinner. It started snowing
 this P.M. & the ground was white to
 night. (THE FIRST SNOW FOR THIS YEAR)
 Had dinner at a table with the Clemonds.

Met Mrs. Clemons & the 2 children. Spent the evening calling on 1st. The Mety's - returned the umbrella we had borrowed this morning. 2nd The Keedy's - saw their new baby & 3rd stopped in with Della to see one of her old friends in Johnson City. Later stopped in the Community Lounge Bar - back to the Hotel about 11:00.

10/27 Tuesday

Mary, Della & I had breakfast at the Hotel. The girls checked out. Drove up to the house & left my enlarger in one of the clothes closets. Mr. Atkinson was there with the stone mason. Called Mr. Barton about the stoker & also called Gellay's & ~~ordered~~ ordered 5 tons of rice coal. Came back to the IBM school & the girls left for P.K. Found a note on my desk to call P.K. operator 31. Called & discovered that Eleanor Irvine wanted some slides for the IBM Products Camera. I had Bob Edwards look for them but could not locate any. I have my desk now in the office with Robbie & Irene Wiser Robinson as my secretary temporarily. Had dinner this evening at the Hotel Frederick. Robbie stopped by & picked

me up after dinner & I went back to the school with him. We took a walk thru the new bldg. to-night. I wanted to see John Smith about grading the grinding quiza for Dave at PK. We saw Bill Lewis & got him to agree to previewing some movies to-morrow. Bill drove me back to the Hotel about 10:00. Told me some interesting news about the foremen who had been fired recently. (Charlie Monroe & Fischer in Milling Dept. & Joe Miller in one of the Assembly Depts.) Listened to the radio & did some writing in the hotel room before retiring.

10/28 Wednesday

Spent the day at IBM school. Bill had arranged to show some movies to Bill Lewis & the machine floor supervisors at 10:30 on the machining of aluminum. Mr. Arton also attended this meeting. We had to wait about a half hour for Mr. Lewis. Just before the meeting got under way Stan Evans & MacClay of the State Dept. stopped in & I had a few minutes with them. They were interested in what we were going to

do on Foremen Training. I was pleased to see how well the Aluminum Movie was received. Bill Lewis wants all the Foremen & Heymen in the machine depts to see this film & Bill Robison is to set up a program to show this film to all of them. This noon went over ^{to} the Hotel Fredericks with Mr. Oster, Lewis, Robison, & Keedy to a combined meeting of Rotary, Kiwanis & Lions. It was a Rotary Meeting at which the other 2 clubs were guest. The regular speaker who had been engaged was taken sick & they had to get a substitute - a Mr. Hawk who was terrible. Got a chance to renew some old acquaintances & enjoyed the meal however. Was surprised to learn that Baird Harvin was leaving for service with the Army. He is to be a Major so that is pretty good. Got back to the school about 1:45. Bill then drove me up to the house - he hadn't seen it as yet so I showed him through. He thought it was pretty nice. Mr. Hoffman was there & the men were installing the stove. It looks like a real good set-up. Had dinner at the Hotel to-night checked out about 7:30

& took a cab to Binghamton to the
 Lacawanna Station. I had forgotten to have
 Miss Robinson call to-day for a reservation
 so at the last minute I had Horace Baker
 call & the only thing he could get was an
 upper. I checked my bag at the station &
 walked over to the Arlington to see the
 Agfa exhibit. The Agfa Ansco Corp. were hav-
 ing a big banquet in the Spanish Ball Room
 celebrating their 100th anniversary. I was pleased
 to find the exhibit all set up as it isn't
 officially open until to-morrow night. I had
 a chance to look it all over. Their color film
 looks awfully good but the exhibit itself
 wasn't much. Started down to the Theater
 & met Walter & Lee Thillbe. I was sure
 surprised to see them - stopped in the
 Arlington Lounge Bar with them & had a nice
 long chat. Walt is now with the magnets works
 at Sydney. Went to the show to kill
 some time - saw "Holiday Inn". Could not
 board the train until 11:45. I had to take
 an upper as it was the only ~~thing~~ ^{thing} I could
 get. It was my first experience in an upper
 berth & I certainly don't like it.

10/29 Thursday

Had breakfast at the station in Hoboken. Took a taxi from 23rd St. to Grand Central Station. Checked my bag & found I had about $\frac{3}{4}$ of an hour to kill as my train didn't leave until 9:30. Took a walk up 42nd St. Got a new band on my hat & bought a couple of ties. Was surprised to meet Mr. Atkinson on the train. I knew he was in N. Y. C. as he had told me he & Mrs. Barton were going down last night on the Erie. Had a nice chat with Mr. Atkinson & enjoyed his company; he was on his way to Pk. to see the horses that Ralph has been having some trouble with. Got in Pk. about 10:30. Called Mary & she came down to the station to meet us. I also called Ralph & arranged to have lunch with him at the Plant at 12:15. Showed Mr. Atkinson around the house at 60 Grand Ave. He thought it a big place & was quite interested in the horse stable. Drove down to the Plant - had lunch with Ralph, Mr. Atkinson, Mr. Pim & Dave Sanford. Dave was surprised to learn Miss Irvine was out of town as she has a class this P.M. After lunch

Dave & I went down to the office bldg. to see Tom Fay & Phil Leick about Products Class & I wanted to see Tom about the reports on F.S. classes for the summer. Met Miss Row who is the girl sent to Plant #4 from the latest girls school at Endicott. She agreed to take Eleanor's class this P.M. I drove her up town to the class room. Dave drove up & I helped Dave get the classes started.

Don had the new Blueprint Reading Books to pass out so I said a few words to his class about the material. Didn't stay for the whole session as I wanted to get home to do some last minute packing. ^{Stopped at Buick garage & had them replace the vacuum motor.} This evening I packed the Radio using the same carton it came in. Mr. & Mrs. Campbell stopped in to say goodbye. Showed them the pictures I took out at their new home. Mr. Campbell liked the pictures I took in the playroom here at the house. Mr. & Mrs. Campbell left about 9:00 - Mrs. Campbell left a farewell present for Mary (Chanel #5). We retired early so as to get up early in the morning & be ready for the movers. The Last Evening in our Home at 60 GRAND AVE. Poughkeepsie

10/30 Friday

Got up early all set for a big day. Did some last minute packing. At nine o'clock the truck hadn't shown up so I called Mr. Berthoff in Binghamton & he said they would ~~probably~~ be there by noon or sooner. They arrived about 9:30. After looking the whole situation over they started packing - there was only 2 men with the truck. It was the same truck that had moved us to OK from Endicott. Mary had Mrs. Malone take Mary Lou over to her house this morning. Barbara of course went to school. Mary & I packed our clothes as we will want some of them not put in storage. This noon Mary, Barbara & I went over to Howard Johnsons for lunch. I took some movies of the movies - trucks backing in etc. It was a beautiful day so I hope I have some good pictures. About 3:00 I drove Geo. the truck drive down town to get a couple of men to help them load. We had quite a time locating them, had to wait about a half hour. Got started loading about 4:15, still had quite a lot of packing to do - it seems they didn't make much progress. About 6:00 I took Mary, the kids & Mrs. Malone

down to the Campbell Hotel where I had reserved two rooms for the night. Mrs Malone stayed with the children & put them to bed while Mary & I went over to the Walkers for dinner. It sure was swell of Ralph & Della to have us over for dinner the last night in Poughkeepsie. We have had so many good times with the Walkers it seemed most fitting to spend our last evening with them. After dinner Ralph & Della rode over to the home with us to see how the movers were doing. They were still loading & Geo. said it looked as though it would be after 11:00 by the time they finished. Drove on down town & Della stopped in Luckys to buy a record she wanted. Came back to the Walkers & listened to a number of recordings. Left about 9:30 & said a big good-bye to Ralph, Della & Mrs. How. Stopped by the house & had one more look at the set-up. Still busy loading & Geo. was beginning to doubt whether he could get it all on even by loading out to the end of the gate. Got back to the Campbell Hotel about 10:00. Look Mrs. Malone home - we sure will miss her & her help with the children. Left the car at the Nelson House Garage & arrange to have the boy clean the wax off the windows that the housewife had put on.

10/31

Saturday

I had forgotten to leave the keys at the house - I found at the desk that Mrs Campbell had called. The boy wouldn't accept anything for the rooms said they were complimentary. Called Mrs. Campbell & thanked her, she thought ~~Mrs~~ Campbell had good hunting. Mary took the kids around to the Smith restaurant for breakfast & I started out to the house with the car. Met Mr. Campbell & stopped. He had broken into the house. Came back to the restaurant. Eleanor Irvine & Dr. Baggen stopped in. Eleanor was thrilled about her transfer to Endicott to replace Miss Pegram whom I had heard had resigned. Ralph told me about it last night. After breakfast we stopped around to the hotel with the car & got the bags. Mary also put on the lovely corsage that Mrs. Waterman had sent her. Saw Mr. Campbell again & said good-bye one more. Then drove out to the house & left the keys. Gave the old place a last look - was surprised to find they had left our andirons & grate in the fireplace. The man had called at the hotel & said they would have to leave a few things. I took some movies of Mary driving away from

the house. Said goodby to Mrs. Waterman & thanked her for the flowers. Stopped down town at the bank to get our valuables. Didn't get out of town until about 10:30.

It was a lovely day for our drive to Endicott. Stopped at Roscoe for lunch. Got in Beig-hanton about 3:30 & drove around to the warehouse. Found them unloading our furniture - they had gotten in just about noon & had the trucks half unloaded. Saw Mr. Bertholf & arranged to have him leave out certain items so we could get them. Drove on up to our new home. Took a movie of Mary putting into the drive. Unloaded some of the things I had in the car. Took a look thru the house. They had started the fire place & had the one in the basement nearly completed. Checked in at Hotel Frederick & got cleaned up - Boy we sure felt mean after the trip. Had dinner at the Hotel. Bill Robison called suggested we get together tomorrow morning at the office. I said O.K. & arranged to have him pick me up here tomorrow morning. Mary took the kids down the Ave. after dinner to get a new dress. I stopped in & got my hair cut. ^{Also drove over to Vaughn & bought a new tax coat.} Did some writing & went to bed about 11:30. We sure are cozy in our two little room here at the hotel.

NOVEMBER

11/1 SUNDAY

Had breakfast at the Hotel with the family. Bill Robison hadn't arrived at 9:00 so I called & found he would be about an hour later. Went back to room & read the Sunday Paper. Bill finally arrived about 10:30 - he stopped up to the room for a few minutes. Bill drove me down to the school & we spent about 2 hours lining up some things we want Orton to take up with Mr. Michol & Mr. Watson. The main thing is the manner of the distribution of our lesson material by the state. Robbie is anxious to have it published but I doubt whether that will ever be approved. I found I had received a letter from Mr. Fink on the manner of our Mess Instruments material. Robbie said his secretary showed to him & he then ran to Orton about it. I took him to task about doing this as I didn't see anything urgent enough about the manner to warrant his doing that & I told him so. Robbie told me some things that had happened while I was away 1st. Mrs. Robshaw has resigned & 2nd. The Apprentice Training Program was being discontinued. This disturbed me somewhat but I decided to wait until tomorrow morning to see Mr. Almon & get the whole story.

Got back to the Hotel about 1:15 & had dinner with the family. Mary & the kids seem to enjoy living at the Hotel. Mr. Atkinson had told us that Jack & Winnie were coming up this weekend. Mary called & found they weren't going back until to-morrow & arranged to see them at the farm. After the kids had a little nap we drove out to the IBM Farm. It was a lovely afternoon. Had a nice visit with Mr. & Mrs. Atkinson, Jack & Winnie. Mr. Atkinson told me he had purchased 5 houses for Ralph at Poughkeepsie. He also told me that it would be 30 days before we could get into our new home. After leaving the farm we drove over to the IBM Lodge to call on the Clemmons. Found Mrs. Clemmons had gone back South as her father had died. Clem was home however. I had a nice chat with him & he told me about some of his problems. He certainly isn't pleased about his set-up at the school. I do believe that he & Arton will really do something about it & get a real organization set-up. Stayed around to see our lot - things hadn't changed much. Had supper at Hotel. Spent evening in room writing & reading. Mary drove out to call on Evie Piat but she wasn't home. Came back & then walked down to see a show on the Avenue. I also listened to several programs on the radio.

11/2 MONDAY

Took a taxi down to the school at 8:15. Called Mac Almon & met him over at the Plant Eng. Office. He was studying tack board lay outs of the tool room trying to find room for the machine tool equipment in the apprentice shop. He said it had been definitely decided last Friday that the apprentice training program would have to be abolished until after the war. We went over & talked with Bill Lewis about it. He said Major Wheeler had been down from Syracuse & that it was no longer possible to get deferments on apprentices unless they had a year or more of training. Therefore we could not hope to keep the program running. They also need the room so it was a must & Mac sure feels pretty sick about it. I walked over to see the app. shop & suggested we have some pictures taken as a record. Saw Mr. Arton when I got back to the school. Went over the situation with him & he wanted to see the shop as he had never been in the apprentice shop. Saw Mac over there & we talked with him about it. Mr. Arton & I stopped around to see Lee St John about transferring Paul Manis to the Factory School Dept. Lee didn't seem to like the idea but is going to talk to Paul. Mr. Arton said he would not be able to go to Rochester with me & that I should

go ahead without him. I called Mr. Campbell & made an appointment with him to-morrow. He suggested I come up & stay at the Sagamore Hotel & then have breakfast with him to-morrow morning. Ray Cheney's brother started working to-day in the Factory School Dept. Robbie is signing him up to work on visual aids. He seems like a very smart boy. Took a cab over to the hotel about 1:30. Mary & the kids were there - packed a bag for Rochester. Rushed over to Vaughn's & got my new top coat. Picked up Mary & kids at Hotel - they rode over to Bing. with me as Mary wanted to stop around to the warehouse & get some things. Got the 2:45 out of Bing. for Syracuse. Met Earl William & Milt Werring on the train & sat with them. They were on their way to Toledo to attend a meeting on the 3rd in. Evn. We walked from the D. L. & W. station in Syracuse to the N.Y. Central Station. It was about $1\frac{1}{2}$ miles. That was Milt's idea. We kidded him about it. Took a cab back to Onondaga Hotel & had dinner at the "Travel Room". I had to rush away & get a taxi back to the station as my train left at 7:02 for Rochester. Got in Rochester at 8:35 & took a cab over to the Sagamore Hotel. I have a lovely room here, what a contrast to the ones at the Frederick.

11/3 Tuesday

Waited in the lobby this morning & met Mr. Campbell at 8:00. He had had his breakfast in his apartment so I had breakfast in the dining room while he went to vote. He stopped back for me & I walked over to the garage where he keeps his car. Rode out the plant with him. The plant has been changed around so I wouldn't have known it. Had a nice long talk with Mr. Campbell in his office. Told him what my job was & discussed the training situation with him. He impressed me as being somewhat opposed to any changes & somehow got the idea that I would recommend some. However after talking with him awhile he seemed more cooperative and wanted me to get a clear picture of their entire set-up. He called Ray Sheridan & Norm Collister in his office & we talked the whole thing over briefly. I was a bit surprised to find that Mr. Campbell didn't even know of my new position. Ray & Norm did know of it I believe. Mr. Campbell asked them to show me thru the plant. I went thru the plant from one end to the other. It sure is a nice clean little plant. It had been almost completely done over as they had moved over all their EWM work into another building. They have a new cafeteria which is to open this week.

Ray Sheridan also took me over to see the building where they are still assembling writing machine. That is soon to be completed as they are no longer allowed to build machines after this month. This noon had lunch at Manhattan Restaurant in downtown Rochester. Went down with Ray Sheridan, Jack Pety & their office manager I've forgotten his name. I saw Paul Robert at the Restaurant & had a nice talk with him. This afternoon Tom Collister & Ray Sheridan drove me over to the Rochester Mechanics Institute. I had never seen it & since a lot of the IBM people at Rochester attend classes there I wanted very much to see it. Dr. Mark Ellingson the President of the Institute took up for a tour through many of the buildings. They are very old but are well equipped. They average about 1,000 in day classes & 3,000 in night classes. Had a long talk with Ray after we got back to his office & discussed the whole training set-up. The one thing I would like to see done, is for IBM to pay $\frac{1}{2}$ of the tuition of any course taken by an employee. Ray said it had been discussed once but had been turned down but for what reason he did not know. I met Mr. John Cass who they have had certified as a Job Instructor Trainer. He impressed me as being a darn good man. Ray took me in to talk with Mr. ^{John} Niles about their people attending classes in local

schools & he too could not recall why the matter of paying for $\frac{1}{2}$ of the tuition had been turned down. He intimated that it had been given too little importance & that if it were presented to the authorities at N.Y.C. ^{again} it might be OKed. Also saw Jim Brehm & had a chat with him. Norm Collister drove me back to the Hotel about 6:00. Called for reservations on late train out of Buffalo to Vestal. Had dinner at the ~~Manhattan~~ Restaurant. Since my train to Buffalo didn't leave Rochester until 10:02 I stayed in the shop & saw "Desperate Journey" it was darn good. Checked out of Hotel about 9:15. Took cabs to Station. Was surprised to meet Mr. Link on the train, sat with him & had quite a talk about the set-up on our lesson material. Wired Mary from the D. & W. Station & told her I would be in on the 8:40 train at Vestal. Couldn't get anything but an upper. Boarded the train about 12:15.

11/4 Wednesday

Train was about 10 minutes late arriving at Vestal, - got in at 8:53. I was surprised to find that Earl Gilliam & Milt Wessing had come in from Buffalo on the same car.

It was quite a coincidence we left Binghamton together Monday P.M. & came back in at Vestal together. Mary & the kids were at the station to meet me. Barbara ran up the track to meet me - but Mary Lou is afraid of the train. Drove over to the hotel - Mary & the girls went on over to Binghamton as Mary had an appointment with hair dresser. I cleaned up a bit & then took a cab over to the school. Had a busy day. Mac Almon is still up in the air about his apprentice program being abolished. They haven't started moving the machines out as yet however. Mary met me at 5:10 at the school, we drove over town & got Mr. Hotchkiss at his Wallpaper Store. He went up to the house with us to see what the house looked like & to help us if possible with our choice of papers & color. He agreed with our choice in papers but made several good suggestions in colors of ceilings & wood work etc. I was pleased to find that they were coming along very well with the work. They are putting the sides up on the garage, the kitchen has been torn out & the new window & cabinets built in rough. The fire place chimney is up to about level with the fireplace on the first floor. I asked Mr. Hotchkiss what he thought as to when we could move in & he said we would be lucky if it was before

Christmas. At the rate they are going I would say the first week in December. I went to the Lion's Club Meeting here at the hotel at 6:30 so I didn't eat with my family. They ate in the next room so that had a chance to hear the lions roar. I guess Barbara got quite a kick out of it. The speaker was a Catholic Priest who has quite a reputation for being a humorist. He sure lived up to his reputation to-night, for he had us in stitches most of the time. He told some of the best stories I think I have ever heard. Came up to the room after the meeting, the kids were still awake so I showed them the new movie I just got back of them with Mrs. Malone. It turned out swell. I also showed them some of the old movies. They like them so & are so cute - especially Mary. So that I enjoy showing them movies. Mary went over to see Ma Taylor to-night about getting someone to stay with the kids. I wrote a long letter to Dad. Mary brought home some ice cream & we ate it here in the room.

THURSDAY

11/5

Had breakfast with the family at the hotel. Mary was going out with the car so she drove me down to the school. Wrote a report on

Dave called this A.M. & wants me to come down upon
 my visit to Rochester this morning. ^{they are moving offices to Poughkeepsie.} Mr. Orton
 called Robbie & I into his office this morning
 to meet Mr. Andrews who is Vice President of
 Prentice Hall Publishing Co. He had known
 Mr. Orton previously. We had a long & interest-
 ing talk with him on the proposition of publish-
 ing our Meas. Instruments Material. He gave
 us a very good picture of the whole set-up &
 pointed out its advantages. We are all very
 anxious to do it, but of course must first get
 approval from N.Y. to do so. Had lunch
 this noon with Robison at the cafeteria. Saw
 Ben Hansen this morning & paid him for the
 Meat Locker. Had to cancel 1/2 doz. chickens we had
 ordered so we could get everything in one locker. Went
 to the Customer Administrative School Dinner to-night.
 Took Bill & Peg Robison with us. We picked Bill
 up at the school. I was quite surprised to learn
 just before the dinner that Bill Davidson could
 not be there & that they wanted me to talk
 in his place. I agreed to fill in & started
 immediately thinking about some things to say.
 I was no little concerned about it for it was
 the first time I had been asked to talk at
 a Customer Graduation & with Mr. Orton there
 I wanted if possible to make it good.

As it was it was only fair, but on the spur of the moment they couldn't expect too much. I mentioned the importance of factory training in our war effort & the patriotic duty the customers were performing in furthering their knowledge of our machines so they could better utilize their capacity. The customers quit on a shift taking the girl instructor for a ride all built around a "snipe trap". It was well done, but certainly took the customer training program for an awful ride. I met & talked with two customers from DeLaval Separator Co. in Poughkeepsie. Dropped the Robinsons off at the school as Bill had his car there. I had to take Mrs. Mathews home from the hotel as Mary had gotten her to stay with the children.

11/6 FRIDAY

Drove down to the school this morning. Came over to the hotel this noon & had lunch with the family. All the customer schools are here to-day, also Mr. Arton, Mr. Clemmons & rest of school staff. After lunch I drove up to see the house, Mary & the kids went with me they also wanted to see how the work

was progressing. There were 5 men working
 on the house & things were certainly being
 done. The chimney is now laid up to the top
 of the fire-place on the first floor. Mary is
 now undecided as to whether she wants
 book cases either side of the fireplace or not.
 Believes it ^{would} look best without them. When I
 got back to the office I called Mr. Barton &
 told him about our changing our mind
 on the bookcases. He was very nice about
 it & said anything we wanted was O.K. by
 him. Walked over to the Hotel at 5:30.
 Had dinner with the family. To-night Mary &
 I were invited over to Bill & Peg's for the
 evening. Paul Maneri & his wife were there.
 Bill brought the ^{16 mm.} movie projector home from the
 school & several films that I had wanted
 to preview. We had a lot of fun looking
 at them with the girls. One very good
 film on Development of Fuller Brushes & one on
 Better Homes by Crane & Co., builders of plumbing
 equipment. Had to drive Mrs. Matthews
 home - it was nearly 1:00 o'clock when
 I got in for the night.

11/7 SATURDAY

Drove down to school this morning. Found note on desk that M^rs. Barton had called. I called back & he asked me to come over to his office. Had quite a long talk with him about the house. He showed me a list of the things to be done on the house. They sure are fixing the place up swell. M^rs. Barton agreed that it would be best without bookcases so it's no bookcases. M^rs. Barton intimated he would like ~~to~~ me to buy the house and went over the whole proposition very carefully. It will cost about \$12,000.⁰⁰ which ^{is} much more than Mary & I would want to pay for a second-hand house. I told M^rs. Barton we couldn't afford to buy it now & he of course agreed it was alright to rent. At 9:30 I hurried back to the school ~~and~~ to attend a meeting in M^r. Oxtons office. He had Clem, Van Gorden, Robbie & I together to discuss a number of problems. One was the matter of appointing someone as Secretary of Education to replace M^r Robshaw. M^r. Watson was at the plant to-day with some guest. I came over to the hotel & had lunch with the family. This afternoon I drove over to the

Buick garage & had the tires changed around once more. This is the second time. I'm having it done every 5000 miles & I now have slightly over 10,000 mi on them. Came back to the hotel about 3:00 & then drove the family up to see the house. Mr. Atkinson was there & we went over the whole job. The stone mason was there working on the facing of the fire place. He has it about $\frac{2}{3}$ finished inside. The job sure is moving along nicely. I asked Mr. Atkinson whether he had to go to Poughkeepsie soon & he said he did. There's he may go down with me the first of the week. We got our first mail out of the rural mail box. I didn't expect to find any when I looked. Went to the Annual Trophy Dinner at the IBM Country Club to-night. Bill & Peg stopped by & picked us up at the Hotel. Had little Peg Wheeler, one of our old neighbors, stay with the children. Mr. Watson & Mrs. Watson were both at the banquet to-night. They had it very well organized & it went off much smoother than before. It was all over by 10:45 & we were back here in the hotel by 11:15.

11/8 SUNDAY

Went to church this morning - saw a lot of my old friends & received a nice greeting from Rev. Mac. I can't say I'm too enthused about our 1st Presbyterian Church. It sure isn't the church that the one is in Poughkeepsie. We were invited to have dinner & spend the day at the Jawis' in Binghamton to-day, but Marion called this morning & said Ann had a terrible cold & thought it best not to bring our kids over. Not being able to get anyone to stay with them ~~so~~ we gave up the whole idea. Had dinner at the hotel. It was a rather dull day ~~so~~ & Mary Lou seemed to have a cold so we didn't take ^{kids} them out at all to-day. I did some reading & took a nap this afternoon. Mary & the kids took naps so we had a very quiet afternoon. I started reading the book Agenda for a Post War World, that Mr. Nichol sent me. It's quite interesting. Called Mr. Atkinson about going to Poughkeepsie. He hadn't seen Mr. Watson yet so couldn't go to-day. I called Mr. Eton & he wasn't home so I gave up the whole idea & put it off until to-morrow afternoon. Had

supper late - after Mary had put the kids to bed. Wrote up some of my back data on color slides to night. About 10:50 Mary & I walked up to the Ave. Restaurant & had some ice cream. After we got back to the hotel Barbara woke up & was sick at her stomach. Too much chicken gravy for dinner I guess.

11/9 Monday

Barbara still didn't feel well this morning so Mary had breakfast sent up to the room for her & the kids. I had breakfast alone & then drove down to the school. It got much colder last night. The car was so frosted up this morning, having sat out in the parking lot all night, that I had quite a time getting the windshield cleared off to see to drive. Called Dave this morning, & told him I wouldn't be down until this evening. Had a nice talk with Mr. Olson this morning - found he didn't have time to bring up any of our Factory School Problems to Mr. Watson this weekend. Called Mr. Hoffman to check up on some of the work on the house - mainly electrical outlets on fire place. Also called Mr. Hotchkiss & found he hadn't ordered the paper yet. He is going

To do so to-day or to-morrow he said.
 Robbie dropped me off at the Hotel this noon
 & I had lunch with the family. Mr. Atkinson
 called & said he would not be able to
 get away to go to Poughkeepsie with me.
 Also Steve Fani called the room & left word
 for me to get in touch with him. When I got
 back to the office I found a note on my desk
 to see Mr. Kirk. Called & he wanted me to come
 right over. Charlie treated me the same as he
 always does - always a lot of rough stuff
 & I don't quite see the reason for it. Bill
 Lewis was there in his office which made his
 remarks even more obnoxious. Told me
 I had to get out of my desk chair & do
 some work - then made a comment that
 he knew it was nice to be a travelling
 man but that there was work in Endicott
 to do - etc. After he got done making fun
 of me in front of Bill Lewis he told me
 that he wanted me to see Dwight Robinson
 & work with him on making a survey of
 the Selective Service Status of all of our employees
 at Endicott & he also wanted me to see
 that the same thing is done in our other
 plants as well. Bill Lewis advised me to

see Tom Davis as he had some information
 on this which I might find helpful. Had a
 short talk with Dwight, Miss Irvine also
 Miss Dunn from Poughkeepsie who is in Endicott
 temporarily & who has been appointed Personnel
 Director in charge of women at Poughkeepsie.
 Miss Dunn told me a little of the set-up. Walter
 has at Plant #4. I decided definitely to
 make my trip to Poughkeepsie & find out
 just what Ralph had done & also to see
 Dave. I had wondered after talking with
 Kirk whether I should go or not. Spent
 some time with Tom Davis & found that Tom
 had prepared some lists with the foremen of
 men they wanted deferred. Had a very busy
 afternoon. Bill told this afternoon that
 I had been voted into the Junior Chamber of
 Commerce last night. Just another thing to
 attend I suppose. I left the plant about 5:00.
 Stayed at the hotel & got by bag - binned the
 family good-bye & shoved off for Pk about
 5:30. Stopped in Hancock for some dinner. Got
 in at Nelson House at 10:00. Was surprised
 to find a whole gang of I.B.Mers. in the
 lobby — Mr. Jimmy Johnston, Mr. Bill Hillbert,
 Ken McKenzie, John Schwarbach & Al Mills Sr.

Had a chat with Jimmy & mentioned the matter of the apprentice program - tactfully dropped the suggestion that if it were moved in tact to another location & if we had to drop down in numbers of apprentices that we could use it to help training ^{women} machine operators. I told him what I had seen at Rochester in the Mechanics Institute. It didn't seem to make any impression on him however. When I got up to the room I called Dave at his house & had a chat with him on a few matters.

11/10 TUESDAY

Had breakfast at Nelson House & drove down to the plant about 8:15. Drove into the parking lot just back of Dave Sanford. Found Dave still situated in his old quarters however they had moved everything from either side of our training office. Bert Cottam stopped in the office shortly after I had gone over the situation with Dave & said he would have to take down the partitions as he needed the material to build other partitions in the cafeteria. Walked over to the cafeteria & looked over the tack board layout. They had planned

to include the training dept., but a change in layout was made & the space Dave would occupy was taken for an aisle. Therefore the plans then stood for Dave to be located in the Office Building. Due to the crowded condition in the Cafeteria Dave seems to favor going down to the Office building. I took it up with Bill Main & Klechler later & they didn't give me any satisfaction at all. Advised me to talk with Mr. Pin which is what I had planned. Had a long session with Walker on the matter of making a survey to establish the Selective Service Status of all our employees. Ralph went over his entire set-up with me. I find he is way ahead of Endicott on this matter. Got a lot of helpful information from Ralph. When I went back to see Dave they had moved the entire office staff out onto the machine floor & were tearing down the partitions. I am got to Poughkeepsie just in time to see the training set-up once more as I had left it. Had lunch with Dave in the cafeteria. They are only using half of the area as cafeteria & have 6 shifts instead of 3 as before. After lunch Dave & I drove down to the lower building to see Mr. Pin. Had quite a session

on a number of matters. First he gave us no hope of finding a place other than the lower office bldg. for our training dept. & since Dave feels he would just as soon be there as in the cafeteria I didn't try to make a real issue of the matter. Due to the recent big shake up on overhead Pim had changed his ideas somewhat on our training program. I fear we may have to drop our Spanish Class. At least Pim does not want Chapin to continue with it. He is to talk with Turk about our general interest courses when he comes down to-morrow. Pim also asked why we needed 4 people in our training Dept. I told him why & I hope to his satisfaction. Dave & I left the plant about 3:30 as we wanted to get cleaned up before going to N.Y.C. I stopped back to the Hotel & shaved. Called Della & had a chat with her, she said she had just written Mary a letter. Dave picked me up at the Hotel at 4:30. It was raining hard. Got to the station in plenty of time to catch the 5:02 but found that it was 42 minutes late. Mr. & Mrs. Pim were waiting for the same train. They were going in to some special dinner at the Astor & since the train

was so late they gave it up & went home. They talked to Dave & I for quite awhile before leaving. Dave & I talked over some of our training problems on our way into N.Y. got in at 7:45 & by the time we walked up to the T.W.F. Headquarters we were a good 50 minutes late for the meeting. Not a very large group about 11 or 12. Ray Murray led the meeting & it turned out to be another meeting where the leader did most of the talking. He talked & illustrated on the board some reasoning to be followed in organizing a training program. Mr. Mudge talked just a few minutes at the end of the meeting on the new (Manning Table) that the War Manpower Commission & the Selective Service Commission are experimenting with. I learned they are going to try it out on Sperry Gyroscopic Co. in the Metropolitan Area. Dave & I had our dinner at the Oyster Bar in the Grand Central Station & took the 10:40 train back to Poughkeepsie. Had a most uncomfortable ride in an old coach that should have been jinked years ago. Dave drove me up to the Hotel from the station.

WEDNESDAY

Had breakfast at Hotel Nelson & then came back to the room to call Mr. Pinn. It was about 8:00 & I was surprised to find he was already at the plant. Told him some things about our Factory School programs that I had forgotten to mention yesterday when Dave & I were talking with him. He asked me to consider setting up some type of pre-employment training. I mentioned the set-up Eleanor Irvine & I had established with the Pk. Trade School. Also talked with Dave & asked him to call on Mr. Rouse at the Trade School & advise me of their present facilities. Tried to call Mrs. Torgeson at 60 Grand Ave. but could get no answer. Was surprised when Ralph Walker called when I was about to leave the room. Asked about a report I borrowed from him yesterday & that I had already returned to Mrs. Cramer. Checked out & then drove out to 60 Grand Ave. Mrs. Torgeson asked me in & I was glad as I was anxious to see the old home ^(THE OLD CHATEAU) after it had its face lifted. She gave me a sad story of the terrible job she had had cleaning up the place. I was

almost insulted at some of the things she said. Miss Torgeson helped me get the Anderson & Grate out of the Garage. It was nearly 10:00 before I got away from P.K. Had lunch in Liberty on the way to Endicott. There were several small snow squalls in the mountains I guess winter is not far off. Arrived at Frederick Hotel about 3:30. Was glad to see my family again. Took them with me up to see the house. The stone mason was pointing the fireplace on the first floor. There were also three carpenters working on the garage so the job is moving along. Took Mary & the kids back to the hotel & then drove back to the office. Called Dwight Robinson & arranged to see him to-morrow morning at 7:30 to go over the information on the selective service report to be prepared for Rep. Kirk. Went to the Lions meeting here at the Hotel to-night. Ted of Got & Ted Dance Studio had a few of his protégés there to entertain us. It was fairly good, but I don't go for tap dancing. Spent the rest of the evening here in ~~my~~ ^{the} room doing some writing letters etc. Retired early as I shall have to get up at 6:30 which is very early for me.

11/2 THURSDAY

Got up at 6:30 - drove down to school & had breakfast at cafeteria. At 7:30 Dwight Robinson stopped over to the office & we went over the entire selective service situation. He is in favor of doing just a sample job requiring the minimum of time. Suggested I see Harry Stoddard who had made a report on his dept. that he thought was quite complete. Had a session with Mr. Olson this morning - he told me he wanted to see me so I went up to his office about 11:15. Found he had been disappointed or rather displeased with Robbins' action again. The main point was the letter which Robinson had showed him from Mr. Nichols acknowledging the receipt of the Factory School lesson material which he had sent to 590 to the attention of V.P. Nichols. Mr. Olson was sure burned up about this as the material should naturally have been sent thru him & he could then have built up the Factory School Dept. & said some nice things about the material which of course would not be proper coming from Robinson. He intimated that one of us should put Bill straight on this & several other matters. After Mr. Olson left I had Bill go up to Mr. Olsons office where we could have some privacy.

Went over several matters & mainly took him to task about going over both Mr. Oton & myself in sending lemon material to Mr. Nichol. Robbie will not take criticism & of course blew off the handle - even wanted to give up his job again. However by the end of our session he had cooled off again & I hope he will remember some of the things we covered.

After lunch I went over to see Harry Stoddard & looked over his report on the selective service status of the men in his dept. Also stopped around to see Tom Davis on this subject - he doesn't agree with Dwight Robinson's & mine ideas on this matter, so I have planned to have him talk with Dwight on it since I believe he has a good sound foundation for his ideas having worked on this matter with most of the premen. Had my car at the Buick garage to day - new points & one spark plug also a new thermostat. Had dinner with family at Hotel. Got my haircut after dinner then changed into some old clothes & drove up to the house. Had to use a flash light to see my way around - unloaded the Andersons & grate-iron then in the basement. I found they had started the stove going. Spent the rest of the evening here at the Hotel - it is beginning to seem quite like home.

11/13 FRIDAY

Drove the Buick over to the Buick Garage this morning to have them check over the starter system to find out if possible what is causing the starter to kick in occasionally. Had breakfast at the cafeteria. At 8:00 Bill & I went over to the Band Room in the Laboratory to set in on the session on safety which Dick Frederick conducts for the new employees each Friday. It was the first one I had attended & I find it is more of a general induction session for the new employees than just a safety session. Bill & I had a little talk about it when we got back to the office. I believe there are a number of things that should be changed. About 10:30 I had Dwight Robinson & Tom Davis over ^{to} the office & we went over the set-up on the Selective Service Survey. I plan to line up the card & form this weekend & submit it to Tom & Dwight Monday Morning. Got my car from the garage at 12:00. Had lunch at the hotel with the folks. After lunch got things packed up to leave for N. J. Stayed around to get some meat out of the frozen food locker. Left for N. J. about 1:15 - took a duck, some steak, lamb chops & calves liver. Had a cold, windy trip and

drove through several snow squalls. It was the first time we had made the trip down over the Poconos since going to Poughkeepsie 8 months ago. I was surprised to find they had laid a lot of new concrete road. The road is much better - had one short detour. Got at Mother's V's about 5:30. We were surprised to find that Jackie was at home on a fur-low. Was out hunting when we arrived. After unloading the car I drove down to see Dad. Found no one home - Max & Pearl were milking. Max told me Betty had gone to Newark for the weekend & that Dad was over to the Whitney Farm. I saw Dad in Lebanon on my way back & stopped to talk a few minutes. We were all glad to see Jackie when he came in - especially Barbara. He sure looks good. I showed the folks some movies & slides this evening. Jackie got dressed up in his uniform & went out - he sure looked smooth. About 10:00 Mary, Mother & I drove down to Sheridan's ice cream stand for a soda on our way back we stopped in to see Anna. She was still working on pies, cake etc. for the big Thanksgiving Dinner which is being planned at Mother's V's on Sunday. They are moving Thanksgiving Day ^{Dinner} up to have Jackie included. If Roosevelt can do it so can we! We sure picked the right weekend to come to down the way things are turning out.

11/14 Saturday:

Up at 8:30 - Mother & I had left for N.Y.C. with Anna - found that the water was off & not a drop in the house. Got dressed & drove up to see Bill. He wasn't home, but Emma showed me little Billie. It was the first I had seen him. Stopped over to Gamage & got two gallon jugs of water. After breakfast I drove down to see Dad - he showed me all the changes that had been made on the barn. He sure is proud of the old home - stead. Stopped at Lee Sammis on the way back - Alvah Voorhees rode up to Mother & I's with me & took the car back to the garage - I'm having it washed. Jackie & I were planning to go up to Lafayette to the football game this afternoon but I changed my mind as it was so cold & windy - then too they are playing ^{Lakehurst} ~~Western Maryland~~ which doesn't mean too much. Jackie drove me down to get the car after lunch. Had a lazy ^{evening} ~~afternoon~~ around the house, listened to the radio & worked some on the card & form I am designing for our Selective Service Status Report at IBM. Eleanor worked the Duck we had brought down from Endicott & we had dinner with she & Jack. Mother didn't get home from N.Y.C. until nearly 7:00 so we had a late dinner. Stayed in this evening & didn't do much of any -

thing. Mary & Mother got the table set for the big party to-morrow. Had some trouble getting Schultz quieted down before retiring.

This afternoon about 2:30 I drove Mary & the kids down to Dad's. We got there about the same time as the Hummels. We were all disappointed to learn that they had not brought the pup with them. Mrs. Hummel suggested we drive over & get him which is what we did. It was a beautiful afternoon. I took some movies of Mrs. Hummel giving little Schultz to Barbara. Barbara was sure proud of her new pup. However Mary Lou will have nothing to do with him. Was surprised to find how much Schultz eats.

11/15 SUNDAY:

Drove down to see Dad for a little while this morning. Stopped at Anna's on my way back to Mother's to borrow some photo flood bulbs. Mother wanted picture taken of the family group as she believes it is the last time they will be together. I also took some movies of the group at the table. As usual the turkey, oysters etc. were delicious & we all overate I believe. After dinner I got the group together for a group picture. What

a job getting that bunch to-gether. I also took some movies of Jackie in his uniform with Mother V. & with the kids. Jackie was sure the center of attraction. I set up my movie projector to show Anna some movies. She started collecting for the Turkey & I said something she didn't like. This started Anna on a rampage that upset Mother & for a minute or two I thought the whole family was going mad. Frankly I felt so embarrassed I didn't know what to do. I apologized to Anna but it was too late to do any good as she had already said something to offend Mother. Things gradually cooled off & by the time we got around to leaving we were very nearly back to normal. We stayed a little later than we had intended. It was nearly 6:30 by the time we left. The kids & Schultz behaved beautifully coming back. Stopped just a few minutes in Stanton & got ice cream cones - got back to Hotel about 11:00. Had a little trouble getting Schultz settled down for the night. Barbara sure does love him & I believe he is going to be a happy addition to the Welch family. Schultz has the bathroom for his quarters.

11/16 MONDAY:

Drove down to office at 8:20. At 9:15 had a meeting with Dwight Robinson & Lou Davis on the Selective Service Status Report. Dwight had gotten the Factory Magazine in which there was a complete explanation of the War Manpower Commission's Manning Table. This changed our thinking almost entirely so all the work I had done this weekend was completely out the window. The set-up suggested in the establishing of a Manning Table is going to require considerable time & two or more people should be lined up to follow the whole project thru. I suggested we get with Mr. Johnston & Mr. Lewis to find out just who should do the job. Dwight & I agree it should either be the Planning Dept. or directly from the Superintendents' office. Dwight agreed to call a meeting if possible this afternoon to discuss the matter but was unable to do so. Had a foremen & supervisor meeting at 4:45. Mr. Kirk went over several company policies & stressed that company would not tolerate ~~the~~ any one of ^{the} three things he has mentioned several times before - namely - Favoritism, Shop Politics or Cover-ups. Pointed out that foremen who had been released were let go for good reasons & that no one had any

reason to feel insecure in his job just so long as he believed in & lived up to IBM Policies.

Also covered the following: -

Too much loafing! - Bad housekeeping!
Men & women alone in enclosed areas - dynamite!
Inspection too costly! No intended competition
between day & night shifts.

Meeting lasted until about 6:15. Mary had the kids to bed by the time I got over to the hotel. We had dinner to gether. After dinner she called Jane to stay with the kids while we drove up to see the house. I was a bit disappointed to find that the work hadn't advanced much since last Thursday. Took a walk down town after we got back & looked at some bed-room suits. Spent rest of evening here at Hotel.

11/17 TUESDAY:

Walked down to Office this morning - stopped at Collins Restaurant for breakfast. At 11:00 Dwight Robinson, Tom Davis & I had a meeting with Bill Lewis in his office on the selective service status or Manning Table situation. Mr. Lewis agreed that there should be someone selected to carry out the job of setting up the Manning Table.

He called in Gavin Cullen to make some suggestions as to who could do it. He suggested, & Fitch. Lewis also agreed with my suggestion that Bill Davidson be called in to analyze how the whole thing may be done on tabulating cards. I contacted Bill this afternoon & went over the whole situation with him. He is going to look it over & let me know what his suggestions are to-morrow. Bill Lewis also agreed that we should try out the Manning Table set-up here at Endicott before adopting it at Poughkeepsie or Rochester. Was taken into the Endicott Junior Chamber of Commerce to-night along with nine other new members. It was a good meeting & I was fairly well impressed with the group. Bill Robinson brought over a movie film from the school & showed it at the end of the meeting - film entitled "TARGET FOR TONITE" a bombing film & a very interesting one.

11/18 WEDNESDAY:

Was raining this morning - had breakfast at hotel & then drove down to the office. Saw Tom Davis about the ^{department} situation on Paul Maner's trans-

Gen to the Factory School Dept. It doesn't look too
 hopeful. Went up to see the house this morning
 with Mr. Hoffman. Looked the whole situation
 over. Man was laying the tile on the kitchen drain
 boards around the sink & the ^{stone} mason was working
 on the fireplace in the basement. I didn't like the
 very thin stone they had picked out for the
 mantle on the fireplace on the first floor. The
 mason didn't like it either so maybe we can
 have it changed. When I got back to the office
 I found Kirk had called. Checked with Steve &
 found he wanted to see me so I went over.
 He called Bibby & Barton in too & outlined
 very briefly what he wanted - an Executive Train-
 ing Program started right away & wants me
 to organize it. Only had a few minutes to
 discuss it - said I should work with Mr.
 Johnston, Mr. Bibby & Mr. Barton on working out
 the details. This made me feel very good as I
 have been hoping to get something like this
 started. There sure is a crying need for it in
 our organization. This noon I drove over to
 the hotel & had lunch with the family - Took
 Barbara to school on my way back to the office.
 Previewed some movie films on fire fighting &
 fire underwriting testing. Bill called a group of

the safety men etc. from the plant. Had a talk with Dick Fredrick Sr. after the showing and suggested he have the foremen sit in on his safety sessions. He liked the idea & is going to follow thru on it. About 3:00 Van Gordon & I drove over to the America Legion & registered our auto-tires. To-day is the last day for the registration. Also stopped around to the express office to leave my extra tire but found they had no space & couldn't do it. Had some trouble with the starter on the car throwing in again.

Went to the Lion meeting here at the hotel to-night - a young man from Argentina talked - he was quite interesting. After the meeting Mary & I drove up to have another look at the house. We get quite a kick out of looking it over & planning how it will look when it is completed. Walked up to the Ave. Restaurant when we got back & had a coke. Mary got little Ann Wheeler to stay with the children.

11/19 THURSDAY:

Had breakfast at the Hotel & drove down to the Office. At 10:00 went over to the conference room in building 46 to a meeting with Dwight Robinson, Tom Davis, Bill

Davidson & Bill Wiseloge on the Selective Service Status or Manning Table situation. It was suggested by Wiseloge that the Job Analysis be made more in detail so it could be use for the basis of job rates. This of course means an even bigger job & we all agreed that the subject should be discussed ^{with} Bibby. Bill Wiseloge is to call a meeting for us with Bibby. Had lunch at cafeteria & after lunch drove down to Stehns Body Shop to get a price on having the Buick touched up & simulated. Got a price of ^{for} 20.⁰⁰ for the complete job - that is 2 fenders repainted other spots touched up & the entire car cleaned & simulated also the rubber welding on the trunk repaired. Stopped around to the Express Office to leave my extra tire but they still have no blanks. Then stopped at Elsie Watts & had a temporary filling put in one of my teeth that had been bothering me. Had hoped to get to gether with Bibby & Mr. Barton on the Executive training program this afternoon but Bibby didn't call. At 6:00 came back to the Hotel & got cleaned up a bit. At 6:45 Steve Nasar & his wife stopped by & picked Mary & I up we got Robbie at the school & then drove on up to the

Homestead to the Customs Graduation. Clem conducted the meeting in Mr. Barton's absence. Mr. Lewis spoke & it was an abundant good party - short & sweet - not a lot of foolishness as is usually done. Got back down town by about 9:30 - Steve asked us up to see their new home so we rode on up to Round Top. They have a very nice little modern home. Got back to the Hotel about 10:15.

11/20 FRIDAY:

Took the car down to the Buick Garage this morning - had the tappets adjusted & carburetor adjusted. Called Bibby this morning about getting to gether with Barton on executive training again - still busy & asked that I keep in touch with him. Mr. Hotchkiss called & said all the paper we had ordered was in. Called Mr. Barton & advised him of it. Will Wenzelger turned over to the office this afternoon & we talked over the Job Analysis situation. About 2:30 I went down & got my car at the garage - drove over to the Express Office & left my extra tire - gee I sure felt patriotic turning in such a good tire. The men at the express office made quite

a fuss about it. The man at the garage said it was worth \$18.00. Also stopped around at the draft board office & got a copy of the Dictionary of Occupational Titles. Looked it over when I got back to the office - I'm afraid it isn't going to be very helpful. Bill Wiselozel agrees with me. At 5:00 I drove over town & got a box of Agfa Linix Developer - brought it back to the office so Tobby could take it over to the dark room. Came over to the Hotel at 5:30 - Had dinner with the family & then hurried back to the school. Went over to the dark-room & developed 3 - 35 mm. film. Used the IBM equipment. Tobby stopped in after his class. Back to the Hotel by 8:30. Spent rest of evening in the room - a rainy night. Mary & I looked at the movie film that just came back - pictures taken last weekend.

11/21 SATURDAY:

Had breakfast at Hotel - first thing this morning I went over to the dark room & cut up the film I developed last night into 6 exposure lengths. Bill Wiselozel stopped over & we discussed the manner of Job Analysis again. He brought over some of the work that Ben Koch had done & the results of studies

he had made. We agreed they wouldn't be of much use now. I called Billy about getting together with Mr. Barton on the Executive Training Program - he suggested we make it at 1:30. I told him I had an appointment to go shopping for furniture with my wife, but that I would cancel that if he could promise me definitely we could get together at 1:30. He said he couldn't make any definite promise & advised me to go on shopping. Came over to the hotel at 12:00 - After lunch Mary & I went up to the Enderott Furniture Store & picked out a bed room suit we liked - went on over to Binghamton & shopped all afternoon - looked at a lot more bed room suits but I called back & told them to hold the one we picked out at Enderott. There were just loads of people shopping - everyone is trying to get their shopping done early I guess. Saw a lot of people we knew - met Mrs. Whittington several times. Had dinner in the Community & went to see the picture "Wake Island". Stayed in the Olympia for a sundae after the show. Mary had a girl come in to take care of the kids - they got along well. Got back to Hotel about 10:30. I called Dick Frederick about going to Poughkeepsie tomorrow. He is going to let me know.

11/22 SUNDAY:

A lovely cool day - had breakfast with family at Hotel about 9:00. After breakfast we all went for a walk around the block including Schultz. Mary had put his sweater on & he looked so cute. Barbara & Mary Lou sure do like him a lot. I stopped in & gave the slip I had gotten from the express office for my extra tire to Beulah Welch. She was head of the group in charge of tire registration. Called Clem when I got back to the room & arranged to have lunch or dinner at the Homestead with them. Dick Frederick called & said he could go to PK with me. At 12:00 drove family up to the Lodge - Clem & his wife were picking out wallpaper - Mr. Hotchkiss was there with his paper samples. About 12:30 we all walked up to the Homestead. Clem & I played ping pong for awhile. The kids all had a swell time in the play room. Had dinner about 1:30. Played shuffel board for awhile after lunch. About 3:00 we all drove over to look at the house. First we took the Clemmons thru our house. I was surprised to find that Mr. Wolfe was there getting ready to paint. Looks like the job is going to move right along now. Went over & had our first look at the Clemmons house. They took Mary & I all thru it. I was surprised to find it so

far from completion. Our house is much nearer
 finished & I can't say I like their house. I was
 very much disappointed in it - I really like ours
 much better. When I got back to the Hotel I
 called the plant to see whether Bibby was in
 but couldn't get an answer. He had mentioned
 we might get to-gether Sunday on the ex-
 ecutive training program. I didn't think it
 wise however to bother him at his home so
 I thought I would let the matter rest until
 next Tuesday when I get back. Packed my
 suit case & met Dick Frederick at his house
 at 5:30. We had a beautiful night to drive to
 P.K. There was a beautiful full moon & it was
 almost as light as day. Stopped in Rose for
 something to eat & drink. Got in here at the
 Nelson House at 10:30. I wore my new ^{driving} jacket
 for the first time coming down. It sure is much
 more comfortable than driving in a suit coat. Called
 Dave when I got in the room - had a lot of things
 to talk about of course. Dick wanted something
 to eat so we walked over to the Haafbram & had
 a ^{cup of} coffee & a sandwich. Had a very interesting talk
 with Dick - I certainly enjoyed his company
 on the way down. To bed about 12:00 -

11/23 MONDAY: -

Up at 7:00 - had breakfast with Dick Frederick at Nelson House. Got a haircut after breakfast. When Dick & I got out to the garage we found them still washing my car. Had to wait about 10 min. We walked out to the street & saw the parade - about 200 more fellows marching to the station on their way to war. Spent most of the morning with Dave Sanford. Went down to the office bldg. & saw Mr. Pim about going to the meeting to night. Dave & I thought it best to get his O.K. Also discussed the Manning Table situation with Mr. Pim. He is very anxious to get one set up for Plant #4. It would help him get deferments on foremen etc. ^{on} whom he cannot ask for deferments now. Mr. Pim also called Phil Feich in & spoke to him about getting things lined up to help me on the Job Training Program. I must say Mr. Pim is most cooperative in setting up this program. Had lunch with Ralph Walber, Dick Frederick & Mal Dickenson - discussed safety training & Manning Tables. Mr. Pim had called me back on the manner of setting up a course on safety in our Factory School Program. - About 2:30 I drove down town to do some shopping.

Tried to get some of the things I couldn't get in Binghamton last Sat. Couldn't get an express wagon for Bats however. Called Dave back at 3:00 & again at 3:30 - Dave was expecting to hear from Mr. Mann of the State Edu. Dept. At 3:30 Dave told me he had called & he & Mr. Crook were over at the Campbell Hotel. - While shopping I ran across Della Walker in Wallaces. Poor Della she had a sad story to tell - she had lost \$50.⁰⁰ & couldn't tell Ralph. I was surprised to find she had even called Mary at Endicott. I advised her to tell Ralph but she said she wouldn't. - Dave drove up from the plant & I met him at the Campbell - we had about an hour session with Mr. Crook & Mr. Mann on the subject of conference leadership training. Mr. Gallo stopped in & joined us on the discussion. Mr. Mann is certainly very cooperative and is willing to help us in any way we wish. I'm hoping to line up our supervisor for the conference leadership training & then have them conduct conferences for our foremen. Came back to the Nelson House about 5:30 & found a note to call Binghamton Oper. 101. I called & found that Steve Kasai had called - he told me that Mr. Kirk wanted me to go to N.Y.C. to-morrow to attend a meeting at the

Waldorf Astoria also that Dwight Robinson was coming down Wednesday & I was to meet him & attend some kind of a meeting. It all sounds very interesting. Told Dick about my change of plans tried to work something out about his going back to Endicott. At 6:30 dashed over to the Campbell Hotel to the ^{dinner} meeting of the P.K. Industrial Executive Association. Saw Fred Deising, Charlie Rose, Cornell Evans, Harry Gouse, Walter Rause & a lot of fellows I know. The program had been changed a bit - instead of Mrs. Furney talking on "Vocational Education and the War Effort in N. Y. State" - a Mr. Joseph Knapp, Industrial Relations Director of the Eastern Aircraft Division of General Motors talked on "Changeover to War Production". It was very interesting - was surprised to learn they were even using women as guards. In the Longtown plant they have 50% women at the present time. After the meeting Dave & I walked around to the classroom - Edmonds was still there cleaning up the place. When I got back to the Hotel I found Dick had arranged to go back with Rex Beach tomorrow. Called Elaine & told her about my change of plans & she too is going back with Rex. Called Mary & told her I wouldn't be back before Wed. or Thursday.

11/24 TUESDAY:

Had breakfast at Nelson House - checked out & took a taxi to the station. Left my car in the Nelson House Garage. Took 8:56 train to N.Y.C. Called Mrs. Pritchard at 590 from Grand Central Station. She had my ticket for the meeting. Took taxi over to 590 - got my ticket & met Mr. Cullen who is down from Endicott. Mr. had some business to attend to & expected to spend more of his time at 590, we decided to meet ~~at~~ later at the Waldorf. Mr. Smith of the Traffic Dept. called & made reservations for me at the Waldorf. I took a cab over to the Waldorf & left my bag, then took another taxi down to Macy's. Gosh what a terrible day - it rained hard all morning. Found Macy's crowded - got a nice express wagon for Barbara for Xmas. Looked over the Lionell Train set-up. They didn't have much in stock. Couldn't get some parts I wanted so I took a bus down to 23rd. St. & walked over to the Lionel Show Room at 15 East 23rd. St. Boy! They sure have some layout. It was the first I had seen it. I got my contactor I was looking for. Took a taxi up to Grand Central - went to Oyster Bar for lunch - did some shopping on 42nd. St.

Wanted to get a pair of Regal shoes but didn't
 have time. Took a cab back to the Waldorf. At
 3:00 I went to the meeting of the National Industrial
 Conference Board on "Advanced Industrial Relations
 Techniques" in the Astor Gallery. Mr. R. S. Livingstone
 of the Thompson Products, Inc. spoke on INDUCTION
 BY VISUAL INSTRUCTION - he ^{showed} a 2000' sound movie
 he had helped produce & is using as an in-
 duction film. It was an excellent job & I would
 like to see IBM produce a film for the same pur-
 pose. Met Walter Knauss at the meeting & sat with him.
 After the meeting I came back to the room and
 called Dwight Robinson. Learned that he & myself
 are to attend a meeting to-morrow at the New Yorker.
 Arranged to have breakfast with him there at 8:00
 to-morrow morning. Cleaned up some & changed my
 suit. At 6:15 I went down to the Grand Ball
 Room for the dinner & General Session of the
 Conference Board. Met Walter Knauss again &
 ate with him. I looked around for McCulla but
 couldn't find him. A swell dinner & a very interesting
 speaking session. See report for details. Walked
 around the Hotel for awhile & came up to my
 room about 10:00. Wrote a card to Raymond - took
 shower & turned in at 11:30.

11/25 WEDNESDAY:

Up at 6:45 & checked out of the Waldorf about 7:30. Took a taxi down to the New Yorker where I met Dwight Robinson at 8:00. We had breakfast together. Dwight told me that ^{they} had gotten the Army Navy "E" Award at Endicott - I was pleased to hear that as I know how hard they have worked for it. At 9:00 we went to the meeting called by the Army Air Forces Industrial Manning Board in parlors F & G. There were about a dozen army men there & I would say about 60 men from industry. I met Mr. Guilford from Link Aviation Inc. & Mr. Mangus from Alfa Aircraft. Several army air corps men spoke on the urgent need of an orderly withdrawal of manpower from industry. Also Commander Emerson of the Selective Service System spoke & in all of these talks particular emphasis was placed on the use of Manning Tables. At 12:15 we adjourned for lunch which we had in an adjoining room. Meeting was called again at 2:00 - I left about 3:20 & took a taxi up to Grand Central - Checked my bag & then did some shopping - got a

pair of Regal shoes. It took me so long I didn't have time for anything else. Dashed back to the station & got the 4:40 into Poughkeepsie. The train was packed. Took a taxi from station up to Nelson House Garage. Got there about 6:30. Was glad to get in my car again. Drove over town & found ^{most} the stores closed. Stopped at Wiggins Toy store & got a little something for Bats & Mary Lou. Called Dave & inquired about the classes to-morrow night - he had cancelled them - it being Thanksgiving Day. Had dinner at Smith Brothers Restaurant. Called Mary & told her I would be home to-night. Left Pk. about 8:00. It rained a little & was a bad night to drive - I certainly didn't enjoy the trip. The only redeeming feature was that I would see Mary & the kids at the end of the drive. Stopped a few minutes in Liberty & Hancock to break the monotony. Got in at the Frederick at 12:20.

11/26 Thursday: (THANKSGIVING DAY)

Got up about 8:15. Had breakfast at Hotel with family & then drove down to office. Had so many things to do I

didn't know which to do first. Robbie told me that Orton had gotten OK. To publish our lesson material which is good news. I learned from Tom Davis however that the situation on Paul Waverly had made a turn so to speak. Lewis doesn't want to let him go now. In talking with Orton he now believes he made a mistake by writing to Jack instead of Lewis. - ~~At 11:00~~ I called Bibby again on the Executive Training Program & he was just too busy to do anything again to-day. I told him I felt like giving up hope of ever being able to see him so he advised me to go ahead & discuss it with Mr. Barton. At 12:00 I called Mary & she wanted me to have Thanksgiving Dinner with her & the children. Drove over to the hotel & had a steak dinner instead of turkey. There was a big crowd in the dining room. After lunch Mary & the kids went along with me up to have a look at the house. There was no one there, holiday. The painter had all the woodwork painted and also the ceilings. We were disappointed to see that they had not taken the ceiling lighting fixture out of the living room, study and our master bed room. They had started to paper the one bed room. Mary dropped me off at the

office and drove the car back to the Hotel. Bill Wiselogle came over this afternoon and Robbie & I took up the camera situation with him. He called Crawford the photographer over & we arranged to have Charlie Cheney take the pictures when Tobby isn't available. Tobby is going to get a new 4x5 view camera to do the photographic work for our lesson material. Tried about 4:00 to see Bill Lewis about Paul Maneri but found he had gone home early. Was very much disappointed as Mr. Olson & I were planning to button up the situation if possible & Olson is going to be out of town to-morrow again. Went over to see Mr. Barton about 4:30 on the Executive Training Program but found him leaving for home. Everyone seemed to be going home early for their Thanksgiving Dinner. There were no classes this evening so everyone left at 5:00. I stayed until 7:00 & did some work I couldn't get to all day. Called Mary & had her pick me up at 7:00. Had a sandwich for dinner. Spent the evening here in my room - prepared a report on the Wednesday Meeting at the New Yorker.

11/27 FRIDAY:

Had breakfast at Collins on way to work. Very busy day at the office. Tried all morning to see Mr. Lewis and finally made an appointment for 1:30. Had a talk with Mr. Barton about the Executive Training Program. He has some very definite ideas on the matter. I'm to get a list of the Foremen & Supervisors lined up in 4 groups & prepare an outline for the program. Also mentioned to Mr. Barton about the lighting, pictures & he suggested we go up to the house right after lunch so I made it a definite appointment. Had lunch at the cafeteria & saw Tom Davis. He came back to the office with me & we discussed Paul Mancini further. Mr. Barton stopped in about 1:00 & drove me up to the house. We looked the job all over. The mason was there & also Mr. Wolfe. Barton arranged with Wolfe to have the light fixtures taken down & to paint the ceiling. He certainly was very reasonable about it all. However we couldn't quite agree on the partition for the playroom. He didn't want to build a partition around the furnace which projects into the playroom. I more or

here insisted & I guess he is going to do it. He didn't agree on taking the heating pipe out that goes across the playroom. I do hope he will change his mind as it could serve to heat the playroom. Ed Atkinson came as we were looking over the drive situation. Mr. Barton has his own ideas on that also. Got back to the office about 2:00 & went right over to see Mr. Lewis. Had quite a discussion with he & Mr. Elwin about Paul Maneri. Bill Lewis & I have a definite job for Paul on the new St. Job & feel that they can't release him. However after discussing the whole manner Bill said he would consider the situation further but that we should try to get someone else lined up for the job if possible. At least the thing still looks hopeful. Dwight stopped over & we went over our notes & the report I prepared on the meeting Wednesday. I learned to-day that I am to attend the A.M.A. Conference in N.Y.C. next week Dec. 2 thru 4. Had dinner with family at Hotel. Spent the evening here in the room dating some of my film. Wrote a letter to Betty & enclosed some pictures I got from Stibbly to-day.

11/28 SATURDAY:

Dictated a report on the National Industrial Conference Board this morning from the notes I took last Tuesday. Called Amzi Hoffman about having the switch for the living room light, which is being taken out, connected with a base plug. Kirk called me over about a letter from Binghamton inviting him to attend a testimonial dinner for Jack Lillie next Wednesday. Kirk wanted me to go & take a couple of people from the school with me. I reminded him that I had been asked to attend the A. M. A. meeting in N. Y. C. on Wed., Thur. & Fri. of next week. He said OK & asked me to arrange a table at the dinner & send someone else in my place. Loaded two film cartridges in the dark room just before lunch. Arranged with Lobby to print some pictures to-morrow. Came back to the Hotel at 12:20 & had lunch with the family. Mary & I went shopping this afternoon, stopped out at the Rug place just outside of Endicott to look at carpet. Then drove up to see the house. Clem & his wife came along & stopped to see the paper that they had hung. The mason had started

the partition for the playroom. Had one of the doors in the wrong place and also had the fire place built up too high. Boy! I know one thing if ^{we} ever build a place I want all the specifications written out & definitely followed. Drove over to Binghamton & picked out the lighting fixtures for the master bedroom & the study. Also looked around for a desk for my study. At 6:00 we met the Clemens at the Community Coffee Shop - had dinner to gether and went to see "Major & the Major". After the show we stopped in the Boston for a soda. Had a very nice evening. Home about 11:15.

11/29 SUNDAY:

Had breakfast at Hotel with family about 9:00. After breakfast Mary wanted to look up some addresses of women whom she had heard might do house work. Took the kids with us. It had snowed during the night & it looked quite like winter. Stopped up to see the house, was surprised to find I couldn't get into the drive even with the little snow we had last night. Wolfe was at the house hanging paper. He claims the inside will

be finished by next Tuesday. Mary & I
 stopped in to inquire of our next door
 neighbor on the hill about someone to help
 & found ^{that} the lady at the house was already
 helping Mrs. Kirk & said she would work one or
 two days a week for Mary. Bob! We were glad
 to hear that. Kirk's big Great Dane dog
 was down around our house - Babs & Mary
 Lou were ^{terribly} scared of it - had to carry them
 in the house. We drove on over to see Mr.
 Atkinson about the mason work, found him
 home alone. Mrs. Atkinson had gone to N. J.
 for a week. Ed took us up to the barn
 & showed the kids the cows & horses.
 Got back to the Hotel about 12:20. The
 service is so poor in the dining room
 & I was in a hurry to get down to the
 plant to print some pictures so I didn't
 wait to have dinner. Drove down to the
 school. Robbie, Jarvis & Mary were there working
 on the reports to be sent out to the foremen.
 Went to lunch with Jarvis at the cafeteria.
 I went over to the dark room about 1:30,
 spent the whole afternoon printing pictures.
 Robbie stopped over to see me. At 6:00 I
 drove over to the hotel & brought the pictures

I had printed with me. Couldn't wait for dinner in the dining room - the service is terrible. Stopped at Collins for a sandwich & went on back to the dark room. Spent a busy evening printing pictures. Made a lot of nice enlargements of Jackie in his uniform. Came back to the Hotel about 10:45 with my pictures. Broke all previous records made approx 120 pictures this afternoon & evening & about 12 of them are 8X10s. The set-up sure is swell for fast work.

11/30 MONDAY:

Had breakfast at Collins on the way to work. Mr. Arton had some interesting news to report on his visit to the various publishers in N. Y. C. It looks as though he has engineered the publishing of our lesson material to the point where it is quite certain we are going to have it published. Mr. Arton asked Van Dorden & I to attend the opening of the Customer school this morning. Mr. Barton gave the main talk of greeting. Van & I each said a few words. Van also asked me to attend the opening of their Customer Engineers school. Mr. Barton also talked & again I said a few words.

Bill Wiselozel finally called a meeting this morning on the Job Analysis & Manning Table situation. We met in Mr. Barton's office at 11:00. I had a chance to talk to Mr. Barton a few minutes before the meeting about the drive at the house. He liked my idea of putting the old broken up concrete in the yard in front of the garage to help make a foundation for the cinder or gravel. - Bibby, Davidson, Davis & Dwight Robinson were in on the meeting. We didn't arrive at any final decisions - in fact at the end of the session we were all pretty much agreed that the Manning Table set-up wouldn't help us much. Decided to-day that I would move up to Mr. Utson's outer office. There are too many interruptions in the office with Robbie. At 4:30 I drove over town & had Gliese Watter put the temporary filling back in my tooth. Stopped at the hotel to see the family for a few minutes & then drove back to the office. Got a letter from Kirk to-day ordering us not to park back of the school anymore. Mr. Utson had a chance to speak to Kirk this afternoon about publishing our lesson material & also about getting Paul Mancini. It looks like it's all set to get him.

Had dinner here at the Hotel with Bill Evans as the folks were nearly finished when I came in. Bill is just moving back to Endicott, & is much pleased about it. After the kids got to sleep Mary & I drove up to see the house. They hadn't started the drive & the paper hanger is progressing rather slowly. After we got back to the Hotel we walked up to the Avenue for a soda. Saddle soaped by suit case & brief case before retiring.

DECEMBER

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12/1 TUESDAY:

Had breakfast at Collins, got a hair-cut & then drove the Buick over to Stehm's Body Works to have repainted & simeonized. Mrs. Stehm drove me down to the school. I moved up from the lower office with Bill Robison to Mrs. Arton's office this morning. Couldn't get any work done with all the interruptions in Bill's office. Tried to get in touch with Jimmy Johnston about the movie situation to-day but couldn't contact him. Saw Bill Lewis this afternoon about Paul Mancini & learned that it had been definitely decided that he couldn't be spared to help us in the school. Bill was quite disappointed & we had quite a session trying to think of someone else. Mrs. Arton had a meeting of the staff this morning - Van Borden, Clemmons & myself. We discussed the matter of making a report on our educational program to World Headquarters. It was raining at 6:00 so I took a taxi over to the Hotel. Had dinner with Mary - the kids had finished eating. At 10:00 left for N.Y.C. Walt Grothey stopped with a taxi, we picked up Dwight Robinson at his home. It was a rainy night. Took the midnight train to Hoboken

There was quite a gang of us from IBM going down to the N.A.M. War Congress. Saw Mr. Dowell & Firk on the train.

WEDNESDAY:

12/2

Got off the train about 8:00 in Hoboken. Had breakfast at the restaurant in the Lacawanna Station. Ate with Charlie Firk, Mr. Dowell & Walt Gotsley. - Mr. & Mrs. Johnston & Mr. & Mrs. Arton were with us too. Had a nice chat with Mrs. Arton going over on the ferry. Walt, Dwight & I picked up our reservations for the trip back, not taking a chance on getting them later. Took a taxi up to the Waldorf. Had to wait in line at the registration desk. Saw Mr. Pim & talked with him. Couldn't get a room until some were vacated & had to check our baggage. The War Congress of the National Association of Manufacturers got off for a good start this morning. The high light of the morning program was a talk by Secretary of the Navy - Colonel Frank Knox which was broadcast on the radio. Frank Gervasi the War Correspondent also gave a very interesting talk. ^{Called FRANK TROUTWEIN & had a nice chat with him just before lunch.} Had luncheon in the Grand Ball Room. Before lunch we got our rooms. I paired up with Dwight. Saw Army, Mr. Boas, Mr. T.C. Campbell

& several other I B Men at lunch. The IBM
 had 2 tables reserved. Mr. W. P. Witherrow,
 President of the N. A. M. talked at the luncheon
 session. The afternoon sessions from 2:15 to
 4 and from 4 to 5 began to drag a bit.
 It sure gets tiresome, just sitting around &
 listening. Dwight ^{& I} left the last session early
 & came up to the room to rest a bit. This
 evening Dwight, Walt & I went down to
 45th St. to a French restaurant ^(The Dubannet) that Dwight
 recommended. I didn't care for it particularly.
 After dinner we walked back up to 49th St
 to the Ambassador Theater where we saw
 "Wine - Women - & Song" a musical comedy. It was
 fairly good. After the show we walked over to the
 Left & went in the Bar. Had a couple of drinks
 & some fun talking with the soldier boys at
 the bar. I bought a drink for a young lad who
 was soon going to Africa. I was surprised to
 learn he had a wife & 2 children. Walt,
 Dwight & I walked back to the Waldorf. My
 but it was cold & windy - a terrible night. I
 nearly froze as I had only a top coat. Was
 quite a gay evening for the Endicott boys.
 Eugene Walt had the best time of the three of
 us. He too (Loud!) to suit me. Turned in about 12:30.

12/3 THURSDAY:

Dwight & I had breakfast in the
 Hotel Grill, here in the Waldorf. We happened
 to run across Jimmy Johnston, Gordon Wall & Morse
 Crater so we ate with them. At 9:30 we went
 to the Grand Ball Room for the morning session
 of the N.A.W. The high light on the morning
 program was Paul V. McHarte, director of the
 War Manpower Commission. Came back to my
 room around 11:00 tried to call Mr. Mudge but
 he wasn't in. Also tried to get Nick Carter but
 he wasn't in his office. Had lunch in the Grand
 Ball Room. There was a special ceremony honoring
 America's War Workers which was very impressive.
 The high light of the afternoon session was a
 speech by Hon. Herbert Hoover. After his talk
 I dashed back to the room, got my coat & hat
 then went down to Macy's to do some shopping.
 Bought a couple of Xmas stockings for the kids. Went
 to Saks & got an accessory hat for my suit case.
 Looked for a house coat for Mary in Macys but couldn't
 make up my mind. Stopped ^{at} the Grand Central on
 my way back uptown & had dinner at the Oyster
 Bar. Got back to the hotel about 7:00. Called
 Mary in Endicott. Dwight, Wall & Russ Wright
 stayed in about 8:00 & we all went down

to the Grand Ball Room to the evening session on Man Power. It lasted until 10:30 - I couldn't get much out of it what with Walt sitting beside me & yelping about some silly thing all the time. He certainly doesn't act his age. After the meeting the four of us walked around the lobby for awhile. Dwight & Walt finally decided to go on to the Left & Gus went with them. I came back to the room & read the write-up of the meetings in the papers. Did some reading, Dwight came in about 12:15.

12/4 FRIDAY:

Another interesting day at the Waldorf. Had breakfast in the Horse Grill. Saw Charlie Kirk & Jimmy Johnston at breakfast. The morning session of the N.A.M. started at 9:30. Dwight & I stuck together most of the day. As usual there were some very good speakers. Got a message from Nick Carter saying he couldn't have lunch with me. I had called him last evening & invited him to join me - explaining I had an extra ticket. Orton was called to Washington & left his ticket for me to dispose of. When I found Nick couldn't make it I called Arch Davis at 590 & told him about it. Had a nice chat with

Mr. Campbell before lunch & discussed the matter
 of paying part of the tuition for the Rochester Employees
 who attend evening school. The luncheon this noon
 was a much more glorious affair than yesterday.
 It was devoted to a rededication of the ARMY NAVY
 "E" to those industries who had merited this
 honor. Both, members of ^{the} management & the employ-
 ees of the organization so honored were given
 special recognition. The grand ball room was
 specially decorated with ARMY NAVY "E" banners.
 Both of the IBM tables had small banners
 attached to the standard on the table. Jimmy
 Johnston got ~~the~~ ^{one at our table} after the dinner. I sat next to
 Mr. Shackelford who is special IBM representative for
 The R.R. Division. The main speaker for the
 luncheon session was General Knudsen who gave
 a very interesting talk. There was also a speech ~~by~~ ^{by}
 General Stank broadcast from somewhere in England.
 The scheduled speech by to be broad-
 cast from North Africa had to be cancelled as he was
 too busy - probably fighting the Nazis. I listened
 to two of the three speeches scheduled for the
 afternoon session & then left as I had to take
 back a small enlarging card I had gotten at Macy's
 yesterday. I discovered after I got back to the room
 that it wouldn't work. Took a look around Macy's

& ~~look~~ again for something for Mary. Finally got
 her a small wood carving of a dachshund at the Waldorf.
 Got back to my room about 5:30. I was surprised when
 about 6:00 in walked John L. Sullivan. He had just
 gotten in from Washington & had met Dwight in
 the lobby. They had arranged for John to take our room
 for the night. Had a nice chat with John & decided
 to go to Washington the first chance I get. Dwight came
 back to the room shortly after 6:00. The three of us got
 into our tuxs & Dwight and I went down & checked
 out before going in to the Grand Ball Room. The
 Annual Dinner of the N.A.M. this year was the
 largest affair ever held at the Waldorf. They had
 nearly 4000 in attendance. The IBM had four tables,
 there were quite a few over from 590. Mr. Kirk was
 at the dinner. It sure was a swell affair - even
 better than last year. The program was naturally
 the best of all of those for the entire 3 days - the
 speakers were - Donald M. Nelson - Chairman,
 War Production Board, - General George C. Marshall,
 Chief of Staff, U.S. Army, - Henry J. Kaiser,
~~the~~ The great ship builder from California. There
 were many other dignitaries there who were simply
 introduced. Kaiser even put on a demonstration of
 how the victory ships are built in 4 days or less.
 It was a 6' model that was built by assembling

sections in about 10 minutes. Dwight & I left the meeting about 5 to 11:00 & dashed up to our room. We changed back into street clothes, packed our bags & took a cab down to 23rd. St. Ferry. Saw Mr. Wilson & Mr. Boer on the Ferry. They were on their way out to Shore Hills where they live. Spent a few minutes with them at the bar in the station at Hoboken. Saw Mr. Orton & Mr. Johnston on the train. Arranged to get up at 7:00 with Mr. Orton.

12/5 SATURDAY:

Got up at 7:00 & off the car in Binghamton about 7:35. Mr. Orton & I got a taxi down to Endicott. Went up to Orton's first-boy. Their drive is sure terrible. Got in here at the Frederick about 8:15. Found my family still in bed & Little Mary Lou has a terrible cold. It was so bad Mary had Dr. Welsh over to see her yesterday. I unpacked my bag & then went down to the dining room for breakfast. Mary decided to have breakfast sent up to the room for she & the kids. I called Mr. Stehm & ~~the~~ arranged for him to ~~return~~ drive over from the garage to get me. I was sure anxious to see my car. Stehm said he had quite a job with it as the paint is very thin. I sure looked good, however the rubber

stripping on the trunk wasn't fixed right. He promised to make it right however. Got down to the office about 9:30. Robbie had gone to the Night Shifters breakfast & dance at the Country Club. Mr. Watson was there of course & Mr. Arton & I were not sure but that we should attend. Mr. Arton has a bad case of laryngitis so he decided not to go. Arton, Robbie & I had a session on the publication of our lesson material about 11:00. We tried to contact Mr. Finke to arrange a meeting with him. Found he was on vacation. I called Dr. Emmons at Cornell & he gave me Mr. Finke's home address. We called but could get no answer. I sent a wire to his office & asked to have it forwarded. Came over to the Hotel about 12:30. Mr. Arton stopped by & picked up my projector & screen. Had lunch with the family. This afternoon Mary & I drove up to see the home & then over to Binghamton, took Baba with us. Left Mary Lou with Shirley as her cold was too bad to go out. I was disappointed to find they hadn't done anything on the dine at the house as yet. Wolf was still there doing some painting & the stone mason was there working on the partition in the basement. It sure will be nice when it is all finished. At Binghamton we arranged for shades for the home, at the Fair Store. Also looked at rugs.

Got back to the Hotel about 5:30. Had dinner here at Hotel with family. Poor little Mary Lou sure has a bad cold. It has bothered her all evening. Stayed in this evening, listened to the Radio & did some reading.

12/6 SUNDAY:

Didn't get up until 9:15. Mary Lou still has a dreadful cold - couldn't take her out to-day. Had breakfast here at the Hotel. Stayed in the room the rest of the morning - read the paper & just spent a lazy day. Didn't have dinner until about 2:00 o'clock. Drove down to the school after lunch but couldn't get in. Spent the rest of the afternoon here in my room dating some of my old negatives. About 6:00 I went to see the movie "My Sister Eileen" at the Lyric. Met Bill Bennett on my way in to the show & sat with him. I hurried back to the Hotel after the show as Mary had planned to see it at the 2nd. show. When I got back she had changed her mind. Then I walked up to the Ave. & got some ice cream. We ate it here in our room - it was our supper. Listened to the radio - to bed about 11:00.

12/7 MONDAY: (REMEMBER PEARL HARBOR)

Had breakfast at Collins - drove down to school. Got a call from Tom Olivo at Albany this morning about the telegram we sent to Fink. Didn't know where he was but would try to locate him. About 10:00 I got a call to go over to Kirk's office. Walked in on a session he was having with Mr. Johnston, Bill Levin, Bibby, Dwight Robinson, Miss Levine & Miss Andrews from Washington plant who is up here to learn our personnel methods. Well she sure got one lesson from Kirk on how not to handle people. I had no more than gotten seated in a chair when Charlie let loose with another one of his outbursts - this time it was Job Training - nothing was right we had trained too many for certain types of work & not enough for others, - people loafing on the job, etc. And it was all my fault - I was out of town too much, didn't spend enough time in the plant & sat in my arm chair too much. Boy! And how Charlie can lay it on. I wouldn't mind even though it wasn't justified, if only he would bawl you out alone instead of in the presence of most of the executive staff. From Job Training he went into Executive Train-

ing & gave me particular hell for not having the program which he asked to have started 3 weeks ago, under way. I didn't have a chance to explain & Bibby didn't come to my aid as I hoped he would, for he knew I tried every day for over a week to get together with he, Johnston & Barton on the matter. Then too Charlie ^{seemed to} overlook the fact that he himself asked me to go to N. Y. C. to attend the N. A. M. convention the last three days of last week. He also took Dwight to task for not getting around the plant more. He read the following poem for our benefit & passed out copies to Dwight, Miss Irvine, Miss Andrews & myself.

CAVE SEDEM

By THEODORE F. McMANUS.

Beware the deadly sitting habit.

Or, if you sit, be like the rabbit,
Who keepeth ever on the jump

By springs concealed beneath his rump.

A little ginger 'neath the tail

Will oft for lack of brains avail.

Eschew the dull and slothful seat

And move about with willing feet.

Man was not made to sit a-trance

And press, and press, and press his pants.

But rather, with an open mind,

To circulate among his kind.

And so, my son, avoid the snare

Which lurks within a cushioned chair.

To run like hell, it has been found,

Both feet must be upon the ground.

Finally Charlie ended up by declaring that he would see that the program was started himself & he called a Foreman & Supervisor meeting for 4:45. He asked me to prepare an outline for him to use in announcing the program. Boy - that sure was an assignment. I rusted around & gathered some more ideas from Jimmy Johnston, Bill Lewis & Bibby. Brought up the point with Bill & Jimmy about the feeling on the part of a lot of our Foremen & Supervisors regarding their attitude toward some of the serious kids who had had with them. They agreed that Kirk is much too blunt & rough in his methods & that the meeting this afternoon shouldn't be handled that way. However they wouldn't agree to say anything to Kirk but were willing that I should. In talking with Bibby he laughed about the whole thing & when I asked him why he didn't come to my rescue on the Executive Training matter he

explained that he had found it didn't pay to speak up on those occasions. Well I guess where as Pearl Harbor got it last year - I got it this year. This afternoon I sold the idea of using the executive training meetings as a means of developing a Foremen's Manual. Dwight likes the idea as do Bibby & Johnston. I had asked to see Kirk before the meeting - I went over at 4:00 & waited until 4:45 when I finally got pushed into the office & given about 15 seconds in which time I gave Charlie the outline I had prepared & asked him about the Foremen's Manual, he pushed the thing aside & said Ok he would call on me at the meeting to explain it. Grabbed the outline & didn't give me a chance to go over it at all. At the meeting he had me sit on the platform & made some slurring remark about needing all this high power brains to back him up as I came up & took my place. After he got me up there he didn't call on me to say anything about the program. He rambled around for a half hour or more before he finally said what the meeting had been called for & then read most of my outline, much to my surprise. I felt after the meeting that the program was very poorly announced. Charlie told me after the meeting - there

now I've started it you carry on". Arton was
 so disgusted he just refused to comment
 on what he thought about the meeting.
 He did say he refused to take the re-
 sponsibility for something on which he
 had not been given ~~any~~ any say at
 all. About 6:30 I drove over to the
 Hotel, Steve Gosai rode over with me to
 attend the Junior Chamber of Commerce meet-
 ing. I went to the meeting too. Mr. Arton
 gave a very interesting talk on Geography &
 its relation to the War. He sure knows
 his maps. Robbie also had a movie ^{entitled} on
 "America Can Take It" which had been
 shown at our seminar. It was very good.
 One which every war worker should see. I
 had Mary come down to see the picture.
 Had quite a talk with Mary to-night
 about what had happened to-day. I
 was a bit disturbed about it all - but
 then I hope everything will smooth out
 again. I am so damn mad that I
 have decided from now on I am going
 to be a bit more peaceful in my
 relations with the plant executives.

12/8 TUESDAY:

Mac Almon & I went over to see Jimmy Johnston the first thing this morning. Jimmy had asked to get the Job Instructor to gether for a talk. In discussing it with Mac we agreed it would be wrong not to include the foremen in the group, in as much as the Job Instructors if given a pep talk by the General Works Manager would probably try to take over the foreman duties. Mac & I explained this to Jimmy, & Bill Lewis happened to be in the office - he agreed with us. However Jimmy said it would be impossible to have both the foremen & the job instructor away at the same time. He said he would think it over & I should call him back. I called him back this afternoon but he was tied up in a meeting & asked me to call back in the morning. Spent some time with Tom Davis this morning getting a line up on the meetings held by the various supervisors. Went over the minutes of many of the meetings. Tom said he was disgusted with the meeting yesterday P.M. & said he wouldn't want my job for any money. He wasn't very consoling but tried to help me by giving me

some ideas. This noon I drove over to the Hotel & had lunch with Mary & Barbara. Mary Lou is quite some better to-day. After lunch I walked back to the office. About 3:00 Mr Wiley & Mr. Smith of Wiley & Sons publishers stopped in to talk over the proposition of publishing our lesson material. Mr. Arton, Robbie & I spent the rest of the afternoon with them. It was a very interesting session & they sure are interested in getting our material to publish. Went over to see Dwight about 6:00 - Kirk, Bibby & Sumwell from N.Y. came in so I didn't get much accomplished with Dwight. To night I drove up to the IBM Club to the IBM Study Club Meeting. Sat with Dick Holmwood. The speaker was Dr. Frank Kingdom who gave quite an interesting talk on the economic situation of the world. Mary went over to the High School and heard Frank Buck also ^{saw} some pictures he showed on catching wild animals. I think she saw & heard the better program. Mary Lou is better to night but Barbara seems to be getting the same thing - a very bad cold.

12/9 WEDNESDAY:

Walked down to the office to-day. Called Mr. Johnston but found he was leaving for Elmore & couldn't get the job instructions to gether to-day. Asked me to call him to-morrow morning. This noon I rode over to the Hotel with Bill Robison - ate lunch with the family. Bill stopped by & picked me up at 1:00. Bill & I had a session with Orton right after lunch on the Foremen Training Program. Orton is inclined to be too academic on the matter. He said he would prepare an outline on Personal Relationship in Supervision. — Ralph Walker & Frank Eager were up from Poughkeepsie to-day. They stopped in to say hello & I introduced them to Mr. Orton. They were leaving for P.K. Bill & I went over & talked with Bibby about the Foremen Training Program. Dave was very cooperative & we have the thing lined up to start next Monday. About 5:00 Perry brought a Mr. Boek over from the plant. He was an ^{Todd} Engineer with the International Harvester Co. & wanted to discuss training. I spent about an hour with him - also introduced him to Robbie. About 6:20 went over to the Lions meeting with Robbie at the Fredericks. We only stayed for the dinner

& then came back here to the office. I had a lot of detail on the Foreman Training Program I wanted to get cleaned up. Bill Wiseloge stopped in & talked for about a half hour. Left about 10:00 & came back to the hotel with Bill. Stopped at the Ave. & got some ice cream.

12/10 THURSDAY:

Drove down to the office this morning. Had a very busy day. Had lunch at the cafeteria. After lunch I drove up to the house to look things over. Was disappointed to find they had ^{not} started work on the drive. The only men there were the stone mason & his helper. He was pointing up the fireplace chimney. The inside of the house is all finished now except the basement & putting up some light fixtures. If they would only get going on the drive it could all be finished & we could move in by next week this time. This afternoon I went over to see Jimmy Johnson about job training & got in on a session with he, Bill Lewis & Kirk. I also called Mac Almon over and Mr. Johnston presented his idea of having a training center in which

representative machine tools be located & all new employees to become machine operators be trained in this center instead of in the production department. This seems like a good idea & I personally am very much in favor of it. Kirk seemed to like it too so I guess we will get it started all right. Charlie also got going on the foreman meetings and was very much opposed to the suggestions that Mr. Arton had made to him. In fact he had already returned Mr. Arton's letter to me. Mr. Arton sure doesn't agree with Kirk on training methods. Kirk also wanted the groups cut down in number - I had planned to have 10 groups but he wanted them cut down to five. I went over it with Robbie & we ended up with 7 as being the best number. Went to the Customer Banquet to night. Came over to hotel about 6:00 - changed my shirt - Drove over & got Peg Robinson - stopped by the school & picked up Bill. Dave Bibby talked for the executives & it was a very nice party. Only 11 Customers & 21 Customer Engineers. Van Orden also spoke. - Forgot - had a foreman meeting at 5:15 - Jimmy Johnston announced the program for the Navy Army E award ceremony on the 15th.

12/11 FRIDAY:

Drove down to the office this morning. At noon I drove up to see how the house was coming along. It was such a nice day. They were working on the drive & had just poured the apron on the front of the garage. I do hope they go on now & finish up the drive. This afternoon I took a walk around the plant - as Kirk suggested Monday. At 5:00 o'clock we had a supervisors meeting in the conference room in Bldg. 46. Mr. Kitzner, Mr. Johnston & Mr. Lewis called the meeting to discuss the job training set-up. They think the present set-up is no good. What they are really doing is blaming the job training program for some of the things which should be blamed to poor supervision. Kitzner had made the suggestion to have the training zone in a separate training center - Johnston likes the idea so he called the meeting to see what the Supervisors had to say about it. Of course they all agreed with me & Lewis so I guess Mac Almon's present job training program is out the window. It sure is a crime the way things are handled by top management. - Bill & I had just

time to run over to the cafeteria for a bite to eat before going to the meeting in ~~the~~ ^{at 7:00} Kiehl's Office, which was called by Dave Bibby. It was another meeting of the supervisors, this time to discuss the foremen meetings. I led part of the meeting & Bibby part of it. We got into quite a hot discussion.

There was a black out at 7:45 but we pulled down the black out curtains & kept right on with the meeting. It was decided that we weren't ready to start the group meetings this next Monday & that we should defer them one week. I sure was glad to hear that as we really weren't ready to go on Monday. The meeting was productive of some good ideas & ~~generally~~ I'm hoping the program will come thru in good shape. We are to have another meeting at 6:00 ^{P.M.} next Monday to further plan the program. The meeting lasted until about 8:45. Called Betty & Dad when I got back to the hotel. Dad has given up the idea of going to Florida. Mary is just about down & out with a cold - we sure are having our share of colds. Poor little Babs & Mary Lou still caught most of the time. Called Edwards about the house again to night.

12/12 SATURDAY:

A beautiful bright day. Drove down to the office this morning. Had quite a long talk with Bill Gibson about the new job training program that Johnston & Lewis want to put into effect. Bill doesn't approve of it & wants to see the associated work done in the school & the actual machine work done on the job as it is now. Mac Almon wasn't in so I didn't have a chance to talk with him. Mr. Arton was out of town. Bill & I took a walk thru the Plant about 11:30 - met Bill Lewis he told us he had appointed Bert Kitzer, Frank Ayer & Hank Jameson as a committee to work with us on the new training program. Bill & I looked around Bldg #46 for a spot to do the training. Drove over to the Hotel at 12:30. After lunch I called Bill & had him come over to the Hotel to take some movies of all of us coming out of the Hotel & getting into the car. Mary was just about down with a cold. She had Shirley over to help with the kids. She rode along with us up to see the house. Mary & I went in & looked it over. Edwards had two men there breaking up the drive. Ed Atkinson stopped by & advised us to movie in before they got

the drive all torn up as it might be weeks before we could get in if they got that started as it couldn't be finished during freezing weather. I decided to follow his advice & we are planning to move in not later than next Wednesday or Friday. Mary felt so bad she laid down as soon as she got back to the Hotel. I drove down to the Office & worked for about an hour - left about 4:00. Stopped down to the Republic garage & got the new rubber welding for my truck which I had ordered. Stopped over to see Mr. Nelson but he wasn't at the shop. Did some shopping on the Ave. Got some medicine for Mary. I took Babe & Mary Lou down for dinner this evening. Mary didn't feel able to go down with us. After dinner I made two different trips to the drug store for Mary. Got my hair cut also. Spent the balance of the evening here in the room making an layout of the track arrangement for the toy train outfit. I want to get it set up for Xmas. Mary has been doctoring her cold all evening.

12/13 SUNDAY:

We were surprised to find it snowed a lot in the night and there was about

6" of snow on the ground. Didn't have breakfast until about 9:30. After breakfast I went out and took some pictures of the car in front of the Hotel, it was almost buried in snow. Also took some pictures of the Johnsons who are staying here at the Hotel. Swept the snow off the car & drove up to the house. I got thru the snow OK but it was a loose snow and hadn't been packed down yet. The house sure looked good all set in snow. I got Mrs. Orlosky who lives next door to come over & look the cleaning situation over. I had to sweep a path up to the house for her. When I got back here they were sweeping the snow off the Ave. with one of the big "Snuggo" machines. I took some movies of them. Had dinner here at the Hotel. After dinner I took some pictures here in the room of the kids & Shultz, also took some movies. About 4:30 I drove down to the office. Went over to the dark room - printed some pictures of our new home to use on some of our Xmas Cards. Charlie & Ray Cheney stopped in so I had some company. They helped me some with my pictures. I left about 8:30 & came back to the

Hotel. Stopped at the Ave. for a bite to eat. Brought Mary home some ice cream. Did some reading this evening in preparation for the premen conference.

12/14 MONDAY:

A very cold day. Drove down to the office at 8:30. Had a busy day getting things lined up for the Supervisor's Meeting at 6:00. Spent most of the morning getting in the lists of topics from the various supervisors. Had lunch at the cafeteria. Mr. Olson prepared a sheet of suggestions or instruction on how to conduct a conference. This afternoon Bill & I went over to the Personnel Dept & got a write-up on the procedure of requisitioning, interviewing & hiring new employees from Ralph LaFayette. Dwight was out sick to-day. We also stopped up to see Bibby about the meeting at 6:00, he said he couldn't make it. Steve said Mr. Kirk wanted to see me, I found he had looked over the report I sent him on the ^{premen} ~~supervisory~~ training program. He didn't like some of the topics & hauled me out again. The thing that really displeased him most was ^{the} one topic

on rates which was a slip on my part. It was expressed as - "limits on rates". Charlie didn't like the idea of using "limits" & I'll admit it was wrong. The meeting at 6:00 was held in the conference room in the Laboratory. Most of the Supervisors were there however Jimmy Johnston or Bill Lewis didn't get there. The meeting went along very well & I was very much pleased with it. We are now set to go ahead on the first topic. The meeting was over about 7:15. Bill & I stopped back to the school, got Mrs. Almon & went over to Bldg. #46 to a meeting with the committee on Job Training. Frank Ayres was the only one there. Jamieson & Kitter weren't there so we called the thing off. Stopped at the drug store on my way home. Had a late dinner at Collins Restaurant. At 9:35 I drove over to Vestel & met the 9:55 train. I had been appointed to meet Mr. & Mrs. C. W. Coogan & bring them over to the Hotel. Eileen Cullen & John Tipton were also there, they got the O'Donnells & the Packards. All the ~~State~~ ^{F. E.} Officials from 590 Madison Ave. came up to night to be at the ceremony to-morrow afternoon when the Army Navy E is officially awarded to the IBM.

12/15 TUESDAY:

A big day at IBM getting everything in shape for the Army Navy E award. Many of the N.Y. executives were around the plant all day. Mr. Packard was around the school most all day. This noon I came over to the hotel to have lunch with Mary & the kids. They weren't ready so I ate with Charlie ~~Butler~~ Finley & Paul who happened to be in the dining room. Charlie & I had quite a chat on photography. This afternoon I went up to see how they were coming along with the house. The electrician still wasn't there so I called Edwards he didn't know where he was. In fact I don't think he ~~stays~~ knows where he is himself. He certainly isn't one to get things done. At 5:00 I drove over to the Hotel & got Mary - brought her down to the school to witness the ceremony of the Army Navy E award. The girls were to see it from the office in front of the school however that was changed at the last minute & they had to stand out of doors. At 5:30 the entire personnel of the plant - both shifts gathered in front of the speaker stand along North St. It was all lighted up like day. The program started at 5:45 & lasted

for one half hour. It was quite impressive - Brig. Gen. A. B. Gillespie, commander of Watervliet Arsenal spoke for the Army & Captain Elmer Kiehl, U. S. Navy spoke for the Navy. At 6:30 Mr. Packard rode back over to the Hotel with Mary & I. The dinner to-night had been changed at the last minute this afternoon to an informal affair. Mary was disappointed. About 7:10 we took the Coopers with us & drove up to the Homestead. Other cars were assigned to the Packards & the O'Donnells who were here at the Hotel. I was surprised to find Mary & I were not listed on the seating list. Steve said that was true of quite a lot of people. We did find a place however. It turned out to be a lovely party - Mr. Watson talked as did Brig. Gen. Gillespie, Captain Kiehl & Eleanor Swings. Charlie Kirk got all wound up at the piano & entertained the group for awhile in his usual informal manner. About 11:30 we brought the Coopers back to the Hotel. It had been snowing some more & was a real winter night. I had to drive Mrs. Mathews home. (Saw some of the Pk people at the party - Mr. & Mrs. Pinn - the Maids & Miss Dunn - was surprised that the Waltons weren't there.)

12/16 WEDNESDAY:

IBM was still infested with New York executives to-day. Couldn't get much done this morning for all the people going in & out of Mr. Arthur's office. We planned all morning on having Mr. Watson in the school at 11:00 to talk to the Army Officers school but he didn't show up. I previewed some movies with Bill & some of the shop people this morning. At 11:30 Gordon Packard rode over to the Hotel with me. At 11:45 I took he & Mrs. Packard also Mr. & Mrs. Cooper up to the Homestead for the special luncheon they had arranged. They took their baggage with them. We had lunch at the same table with Mrs. Watson. Had a nice chat with her - she told us all about her experience with her electric car. I told her about Dad selling his farm. Soon after lunch I drove the Packards & the Coopers over to the ~~D. & H.~~ Lackawanna station in Binghamton to meet the 2:00 o'clock train for N.Y.C. They seemed very anxious to be on their way home again. They were afraid Mr. Watson might ask them to stay up for the talk he had planned to give to all the employees at 5:45 to -night. On my way back I stopped

up at the house - found the electrician there. After one look at him I realized why the electrical work was held up. He didn't even know how to put the globe on the light in the kitchen. I went over the whole electrical job with him & I hope he will get some of it right. Mrs. Delaney had the house pretty well cleaned up & it sure is beginning to look well. Called Mary when I got back to the office. She wanted the car so about 3:45 I drove over to the Hotel. She drove me back to the office & then went on up to the house. Sandy was coming over from the Fair Store with the shades. We were still looking for Mr. Watson over to the school this afternoon but he didn't show up. At about 4:45 Mr. Almon called me from the factory & called my attention to bad ^{an} condition in Bldg #46 on job training. I went over & found there were as many as 5 people on one machine in Dept. Had a talk with him & found he didn't have enough work to keep all them busy. You can't blame that on job training. Mr. & I stayed over in Bldg. 46 for the gathering at 5:45. Mr. Watson called the entire personnel to-gether to talk with them. He gave them an inspirational talk & assured them that IBM expected everyone to do a job - no Santa Clause. Also announced the

new change in the insurance schedule. At the end of 10 years it is now ^{\$}15,000 instead of ^{\$}10,000 & at the end of 25 years it is ^{\$}20,000. One person fainted during the talk. The talk was telephoned to all the other plants of IBM. After the talk Bill Robison & I went over to the little Restaurant on York St. for a sandwich. We met Hank Jamieson & came back to Bldg. #46 with him. We had a meeting with Bert Gitter, Hank Jamieson, Frank Ayer & Mac Almon on Job Training. They are pretty well set on their ideas of having the training done on machines in a training center. Bert Gitter would not see our point in having the blueprint reading & measuring instrument etc. covered in large groups in the class room. I rode over to the Hotel with Bill Robison. Mary walked down to the Ave. with me & I had a sandwich to finish off my supper. On our way back we stopped down stairs to see Mr. & Mrs. Johnson for a few minutes.

12/11. THURSDAY:

The coldest morning so far this winter. It was 4° above zero here at the hotel. Couldn't get my car started - had to have it pushed - the starter wouldn't

engage. This noon I drove over to the Hotel for lunch. Clem asked me to have lunch with the Army boys so I ate with them. Mary wanted the car so I rode back to the office on the bus with the Army fellows who are here in school now. Mary went up to the house this afternoon to get ready for moving to-morrow. I did some calling on the phone this morning & made sure the electric hot water heater was connected to-day. Bill & I arranged a meeting with the Chairmen for the first series of Foremen Conference next week. We met in room 202 at 5:00 - Charlie Wade, Howey, Walt LaBarre & Frank Ayres. We also included, Mrs. Anderson, Mrs. Phelps, Eleanor Brown, ^{Blackwell} & Ralph LaSalette from the personnel Dept. I got them lined up to conduct the meetings on the first topic - Requisitioning, Interviewing & Hiring a New Employee. Got a ride back to the Hotel with Bill about 6:30. Had dinner with Mary in the dining room. The Davisons & Watts were there - had a chat with them. Mary & I had planned to go up to the house to-night to put some bulbs in the lights. We asked Mr & Mrs. Johnson to ride

along to see the home. The children wouldn't go to sleep so Mary gave up going - and then the Johnsons decided to stay in. It was just as well ~~that~~ that they did for it was a terrible night. Snowed quite hard. I stopped down town for some bulbs & then drove on up to the house. Put most of the bulbs in - found one circuit out. The house certainly looks nice. The rugs were laid - Mary had the rug cleaner bring them to-day. Looking forward to moving to-morrow - however I called Ward Berthoff when I got back to the hotel & told him if it kept snowing hard I didn't want him to bring the furniture over to-morrow morning. He has one van loaded & if the weather is OK will be over with the first load about 8:30.

12/18 FRIDAY:

Got up early - had breakfast at Collins & then drove out to get Mrs. Mathews at 7:50. Mary brought the kids down & got them started at breakfast. We drove up to the house at 8:30. Two of Edwards men were here, one working on the drive & the other on the storm windows. Mrs. Orlosky (MARTHA) came over & helped Mary

with the cleaning. Edwards came with his little trailer outfit & loaded up the loose boards & junk that was on the back porch, etc. I swept off the front porch & about 9:15 the movers arrived. They had chains on the wheels & had very little trouble driving right up in the drive. I took some movies. There were 3 men with the truck. They had it unloaded by about 10:30. Had some fun with the one fat lad - he didn't like having to take so many things all the way up to the attic. About 11:00 I drove down to the Hotel, got my brief case & then stopped over to the office. I called Steve & tried to see Charlie Kirk. Spent some time with Bill getting things lined up for the Foremen Training program. About 12:15 Steve called & said I should come right over - that Mr Kirk was free. I rushed over but got there just as Charlie & Bibby were leaving for lunch. Told Charlie I wanted to see him about the Foremen Meetings - He waved his hand said Next Week. Told him that would be too late as the meetings start Monday. He then said I should call Steve & make it this afternoon sometime. All of this I had to talk to him back as he walked down the stairs to

the front entrance of the plant. Had lunch at the cafeteria. Sent Bob over to get some sandwiches ^{of milk} for Mary. On my way out to the car I was told that it had been announced on the radio that all gasoline was frozen except for commercial use with rationing books. I was quite concerned about it as I had less than a half tank of gas. I noticed that all the gas stations were lined up with cars getting filled up. I stopped at my usual Texaco Station out near where we used to live. The lady didn't want to give me any gas but I talked her into it & got my tanks filled up. Three other cars drove in while I was there.

Mary was anxiously waiting for her lunch at the house. The second van load of furniture arrived about 1:30. They couldn't get it all on the 2nd load. Had to make a third trip for the Piano, Refrigerator etc. Mary had to be back to the Hotel to relieve Mrs. Mathews at 4:30. She drove down about 4:00 & let me off at the plant. There was a ^{general} foreman meeting called for 5:15 so that automatically cancelled our supervisor meeting that was scheduled for 5:00. Mr. Kirk talked to the supervisors & foremen about releasing employees & announced the new policy that

all cases of releases must be reviewed by at least one member of top management. He rambled on for an extra half hour as usual. Meeting was over about 6:15. I saw Jimmy Johnston & asked him about our Supervisor Meeting on job training. He said by all means go ahead with it. Bill Levin had told ~~him~~ I was to cancel it so he then had to get in touch with as many as possible. I took Bill & Mac & went over to the conference room in Bldg. #46. The only day supervisor we were able to get were Hank Jamieson, Pete Fox, & Clyde Larabee. Levin sat in on the meeting for a few minutes & then he was called out. I passed out the summary of our last meeting & presented again the idea of having all the new employees to get together in larger groups the first 2 or 3 days to cover many of the fundamentals. Bert Kistner wouldn't even listen to the idea & claimed I was only arguing with him. Of course the Supervisor sided in with Bert so I realized I was only fighting a losing battle so I gave up. We spent nearly two hours lining up the outline, picking out lesson material etc. for two types of machines, automatic screw machine & turret lathe. It was amusing to see how as soon as they started

to consider details on each outline that all the first part was exactly the same. Frank Ayres & Bert Gitter are the instigators of the program & they are sure it is to be done just the way they want it. The meeting lasted until about 8:30. I called Mary when I got back to the office. Boy! she was mad. She had been waiting for me since 7:00 o'clock in the Hotel Lobby. We had planned to go up to the house early. Shirley was there with the kids. When I got back to the room I found it a mess & Shirley sat there with her legs crossed. I could have thrown her clean down the hall. The kids room was about 95° & they wanted water to drink. She gave Mary Fox a glass of water & instead of holding it let her hold it. She fell over backward & the glass of water went ^{all} over her & the bed. What a mess! Mary & I finally got away from the Hotel about 9:00. Stayed at the Owl. for a bite to eat, then drove on up to the house. I set up the big radio & was sure glad to find it worked ok. Mary & I had quite a time locating the records to try out the record player. It seemed to work ok too so I guess moving didn't damage it any. Moved some furniture around & went back to the Hotel about 11:30. Our Last NIGHT AT HOTEL FREDERICK.

12/19 SATURDAY:

A cold windy day. I drove down to the office - had breakfast at Collins. Went over to see Kirk the first thing about the Foreman Training program. He greeted me with a quiff - "I thought you were going to see me Yesterday Afternoon". I explained I had tried to see him - it seems he doesn't consider that. I asked him to please not let us get off for a bad start on our discussion by knocking me off on something that wasn't my fault. I guess my come back sort of took Charlie off his feet. He didn't say anything about it until quite awhile later. Bill Lewis & Bibby came in his office & Charlie went over the summaries of the meetings rather thoroughly. Had a lot of faults to find as usual. Bill Lewis helped me out on defending some of the points. I called Charlie's attention especially to the Supervisor wish that Top Management not be represented at the Foreman Group Meetings. Kirk's answer to that was that he absolutely wants Top Management represented at every meeting in so far as possible. At one point he flew into me

about not being so sensitive at being knocked off on things & about having to have a tough hide like him. I cut in on that one & explained that if I didn't have a tough hide he sure was helping me to develop one & that if I was as sensitive as he implied about taking criticism - then on some of these occasions I would have crawled out of his office under the door instead of giving it & walking out. Bill Lewis sort of smiled & I think Charlie got a kick out of it too. Anyway a little later in his rambling he asked me whether my increase had come thru since I was transferred from Poughkeepsie. I told him it hadn't so he called Steve & asked him to look up the letter he wrote concerning it. I hope that means it will come thru soon. When I got back to the school Mr. Orton was calling Fink at Albany on the matter of the 4000 Meds. Inst. books they have on order. Orton asked me to listen in on the conversation. It appears that FINK has been trying to evade us here at Endicott - we have tried the last two weeks to contact him. Orton arranged with him to meet in N.Y.C. on Monday to talk the whole

situation over. About 10:00 I got a call from Bibby asking me whether I would like to take a walk thru the plant. Of course I said sure & rushed right over. I was surprised to find that both Bibby & Kirk were waiting to start a tour of the plant. Kirk said he wanted show me the plant & how to get around in it - didn't want me to get lost. Some more of his sarcasm but even so I didn't quite understand what his real reason was for doing it unless he was hoping to show me some glaring examples of poor job training. If that was his purpose it certainly failed, for we took an hour & a half walk thru every bldg except the new one & he didn't find one thing that looked like poor job training. We did make a lot of stops & Charlie spoke to a number of employees, several of them girls. He spoke very gently in every case & didn't have any fault to find with any of them. We saw several poor storage situations & Dan made some notes to remind him to have it take care of. Charlie left Dan & I in Bldg. #1 & told us to go on thru #46 with out

him. Dams wanted to see one of the restricted areas in which I wasn't admitted so I left him there & came on back to the school. Called Robbie & Mac to my office to discuss the new job training program. Told Mac to go ahead on whatever arrangements he could with Personnel & Bill is to get the material to-gether. Left about 12:30 for the Hotel, Clem rode over with me. We had lunch to-gether. Mary had been down town getting her hair fixed & had eaten down town. After lunch I helped Mary get everything packed in our two rooms. It was surprising how much we had collected. I called a cab to come for 3 large boxes & 3 suit cases. I had a car full besides that. I took some movies of Mary, the kids & Shelly, leaving the hotel. The Johnsons were in the lobby to see us off. We had to wait for the taxi & then finally left without seeing him left word at the desk. We stopped at the hardware store & at the meat locker before coming on up to the house. It sure seemed good to get into the house, but boy it sure was cold. I took some movies of the kids coming in the house. It was so cold Barbara cried. The taxi arrived shortly after we did & dumped the stuff along the

road so I had that all to carry in. I nearly froze it seemed to be getting colder by the minute. I looked at the thermometer at the back of the house & it said 4° above. It was about 4:30 when we got in - Mary fixed some dinner about 6:00. Sandwiches & soup - back to our old routine again. "OUR FIRST MEAL IN OUR NEW HOME". It sure seemed good to get away by ourselves again, and the kitchen sure is handy. Mary & I spent the evening putting up mirrors, towel racks etc. We also washed & put away all the dishes that were unpacked. That was quite a job. I washed them & Mary wiped them. One thing I don't like about the place is the water - I have never seen water so hard. It is next to impossible to get any soap suds and it tastes much like I imagine water glass would taste. I told Mary it was so hard you could use it to preserve eggs in. We also spent some time putting our bed room to rights. It was quite cold upstairs - I sure am glad we are back where we can have a cool room to sleep in - To-bed about 12:30. ~~Cold~~ A COLD NIGHT!

12/20 SUNDAY:

Got up about 9:00 and was certainly surprised when I looked at the thermometer out of the back window. It was 18° below zero. I couldn't believe it so about 10:00 I called Geo. Metz & he told me his thermometer said 22° below zero. OUR FIRST BREAKFAST IN OUR NEW HOME. Worked most of the morning getting the basement cleaned up & put to rights. Also burned some papers in a barrel out back of the house. About noon I tried to start the car & it was so stiff it would just about turn over. Decided to wait until later. Had lunch about 1:00 - after lunch I went out & pushed the car down the hill - it started OK but boy that weather sure is severe on a car. Stopped around to see Geo. Metz & he gave me the schedule of the buses which go down Watson Blvd. This afternoon I continued helping Mary put the house to rights. Mary also helped me bring the train platform up from the basement & put it in the sun parlor. This evening I went over a lot of the boxes & picked out the train outfit.

12/
21 MONDAY:

Got up about 6:45 - another cold morning it was 12° below. I was afraid the car wouldn't start for it set out all night again. It was covered all over with a heavy frost & looked almost like a white car. I pushed it down the hill but had to use the starter it was so stiff I couldn't shift the gears. I was surprised it started so early. I sure had a lot of respect for my truck after taking a beating out there all night & then starting so early. Got down to the plant about 7:45. Left the car at the Buick Garage. There was no one there but the janitor so I left written instructions to change the oil to 10W & to lubricate it. This morning we got our Foreman Training Program started. Had the first meeting at 8:30 & another one at 10:30. Charlie Wade conducted the first one & Walt La Barr the 2nd. Charlie did much the better job. This noon I drove down town & did some shopping. This afternoon Bill & I spend quite some time with Ralph La Tourette getting the outline made up for the 2nd topic for the Foreman meetings next

week, namely, "Inducting the New Employee". Had a lot of fun with Ralph. Had the outline printed up & at 6:00 we called a meeting of the Supervisors to discuss the topic. Daise Bibby came over & I guess the Supervisors were there almost 100%. Daise wanted me to rush the meeting along as much as possible. I did & it was over about 6:50. Stopped at the Market & got our Xmas tree on the way home, also stopped & got some groceries. Had dinner about 7:45. After dinner I changed into some old clothes & started setting up the train outfit. I got all the track on & lined up but I didn't fasten it down. Had to cut many of the sections of track to make the layout fit the board. To-bed about 12:00.

12/22 TUESDAY:

Drove down to the office this morning. Had breakfast at home. Had another premen conference this morning - conducted by Mr. Howley. Did only a fair job. Went over town this noon & did some shopping. Picked out Mary's Xmas present -

a nice black gabardine suit. This afternoon Ronnie Collins of the T.W.I. stopped in to see me. Had a long talk with him, he is now working out of the N.Y. office. He still had ~~not~~ nothing definite to report as to when their next J.I.T. institute would be held. Didn't come home for dinner as I had a foreman conference to attend at 8:00. Went down town about 6:00 - did some more shopping & had dinner at Collins Restaurant. Frank Ayres was our chairman for the Foremen's Conference at 8:00. There are about 35 foremen on the 2nd. shift so it was too big a group to have a round table set-up so we had it as a regular class room set-up. Robbie & I both attended the meeting. Ralph La Londe was there to represent the Personnel Dept. Frank did a very poor job as a conference leader. He talked too much himself & even ignored some of the foremen. I'm afraid he may have even made some of them sore. Bill picked him as chairman for the meeting so it really was his mistake. After the meeting Bill, Ralph & I talked the situation over in my office. We were all very much disappointed in the meeting. Bill tried to

imitate Frank Ayres. He sure was funny. Frank has some very peculiar mannerisms & they seem even funnier when Bill imitates them. Got home about 10:00 - too late to do much work on the Christmas set-ups.

^{12/}23 WEDNESDAY:

Went down to the Office about 9:00. The premen's meeting was on - I sat in on the end of it. Charlie Wade was the Chairman & did an excellent job. Went I returned the Office I had a note to call Dr. Wattle's office. I thought it was a reminder of my dental appointment as I had a note on my calendar that I was to go at 10:00. The nurse told me my appointment was from 9:00 to 10:00 instead of 10:00 to 11:00. I hurried right over & Cleason put in two large fillings. Spent about a half hour on me. Got our mail at the Hotel, stopped in Mrs. Lammernain's & got Marie's Xmas present. She had the black suit all wrapped up for me in a regular Xmas package. I did some shopping & got back to the Office about 12:15. Had lunch at cafeteria.

NEXT BOOK - No. 2



